

MICHAEL ABBOUD

(b) (6)

EXPERIENCE

House And State Level Research Analyst

September 2016 to Present

America Rising LLC

- Created opposition research materials for clients to utilize in Congressional and state races.
- Analyzed FEC reports for PACs and congressional campaigns for clients and internal use.

Surrogates and Messaging Coordinator

May 2016 to September 2016

Donald J. Trump For President Inc.

- Assisted in developing weekly messaging for the campaign.
- Implemented the campaign's daily rapid response efforts, including the "Media Bias Of The Day" and "Crooked Hillary Question Of The Day" press releases, highlighting uneven coverage of our campaign compared to the opponent.
- Edited speeches for Donald Trump.
- Drafted press releases and statements on behalf of Donald Trump and his campaign.
- Crafted talking points and messaging strategy for Donald J. Trump for President surrogates to promote our candidate and counter opposing narratives.
- Coordinated daily with surrogates to ensure they remained on message for all media appearances.

Senior Research Analyst

August 2014 to May 2016

Republican National Committee

- Authored the immigration, education, and energy policy chapters for the RNC's Hillary Clinton Opposition Research Book.
- Researched various policy and public statements by Hillary Clinton and relevant Democrat candidates and organized these into research briefs.
- Helped coordinate rapid response efforts against the Clinton campaign.
- Managed a team that created vetting reports for internal hiring and opposition research purposes.

Campaign Manager

January 2014 to May 2014

Pete Pirsch for Nebraska Attorney General

- Spearheaded solicitation messaging strategies to increase fundraising efforts.
- Directed turnout efforts for primary campaign.

Grassroots Operative

January 2012 to May 2016

Chris Abboud Public Affairs Group

- Organized trade organizations to influence tax, transportation, and energy policy.
- Researched public policy issues and crafted strategies to promote the objectives of our clients.
- Drafted language for bills enacting new changes in transportation and tax policy.
- Composed letters to federal and state legislators and op-ed articles promoting approval of the Keystone XL pipeline.
- Coordinated with government officials and local business interests to develop the communications strategy for various public policy issues.
- Led a successful three-year campaign culminating in the passage of LB 716 in Nebraska in April 2016.

PUBLICATION

- "Do Term Limited Legislators Vote Differently?" *Journal of Political Research*

June 2014

EDUCATION

Creighton University

Graduated: May 2014

Bachelor of Arts, International Relations

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Bachelor of Arts, International Relations



LAYNE RIO BANGERTER

Trump Campaign Director of Idaho
Policy Advisor to National Trump Campaign



PROFESSIONAL PROFILE

- ♦ Experienced background in political processes and administrative procedures with the Executive, Legislative and Judicial branches of government.
- ♦ Strategic facilitator with abilities to transform plans into workable solutions to meet and exceed benchmarks and operational goals.
- ♦ Extensive leadership and management experience in the highest levels of government while consistently handling multi-faceted issues.
- ♦ National Trump delegate from Idaho. Attended Republican National Convention in Ohio
- ♦ Demonstrated interpersonal skills and ability to work with and manage people from diverse backgrounds. Consistently motivating team members to accomplish goals.
- ♦ Proven ability to work effectively and efficiently under pressure and within time limits.
- ♦ Extensive background with US Department of Interior, USDA and a myriad of other federal and state agencies. (BLM, Forest Service, National Park Service, NOAA Fisheries, USFWS, EPA, BOR, BIA, USACOE, Bonneville Power Administration)
- ♦ Created a successful agricultural operation including farming, ranching, livestock, and land banking company.
- ♦ Consistent positive interaction and association with; Federal, State, County, Municipal, and International Governments.
- ♦ Trilingual in Portuguese, Spanish and English. Lived abroad for years in Europe and Brazil and various other countries.

AREAS OF EXPERTISE

- | | | |
|-------------------------|---|--|
| ♦ Public Speaking | ♦ Fisheries/Wildlife/Land and Water Policy | ♦ Training and Leadership |
| ♦ Business Management | ♦ Decision Making | ♦ Fundraising |
| ♦ Planning/Execution | ♦ Problem Solving | ♦ Performance Management |
| ♦ Policy Advisor | ♦ Collaboration | ♦ Supervise, Coordinate, and Direct Federal Agencies |
| ♦ Agribusiness | ♦ Process Redesign | ♦ Natural Resource Management |
| ♦ Banking | ♦ Organization of Campaign and office structure | ♦ Project Management |
| ♦ Strategic Planning | | |
| ♦ Multi-Site Operations | | |

PROFESSIONAL EXPERIENCE

Trump Campaign Director of Idaho

September 2016-present

Policy Advisor to National Trump Campaign

- ♦ Created internal structure for Campaign which included office staff, communications team, finance team, training and other volunteer coordination.
- ♦ Orchestrated fundraising efforts in Idaho and Western States. Exceeded expectations raising millions of dollars. This included the Mike Pence Idaho fundraiser, Donald Trump Jr. donor meetings and fundraisers at; Boise, Idaho Falls, Phoenix AZ, Las Vegas NV, Jackson WY, and Reno NV.
- ♦ Ensured all incoming campaign emails, phone calls and inquiries were answered by myself or senior staff.
- ♦ Formed Idaho County Chairs to help facilitate operations in areas of the state including organization of volunteers and distribution of campaign yard/rally signs and bumper stickers.
- ♦ Oversaw operations for Trump Talk and recruited staffing to train and assist volunteers on use and campaign standards for the calling system.

- ♦ Accompanied Mike Pence to the rallies in Nevada, Utah, and New Mexico. Gave introduction speeches to emphasize the importance of this year's election and how critical it was to elect the Trump/Pence ticket.
- ♦ Coordinated and scheduled rallies and fundraising efforts throughout the West with Donald Trump Jr.
- ♦ Liaison for the LDS Church for the Trump/Pence ticket to encourage religious leaders that pro-life and religious liberties were at stake in this year's election.
- ♦ Assisted in drafting the Trump/Pence 100 day plan of Action. This included; Healthcare reform, Supreme Court Nominees, Economic Relief, Energy Independence, Renegotiating NAFTA, withdrawing from the TPP, and Immigration Reform.
- ♦ Member and Advisor for the 2016/2017 Presidential Transition Team for the Department of Interior, Department of Agriculture and Department of Energy.
- ♦ Handled campaign communications for newspapers and other media sources including printed reviews, TV, Radio, and other sources of media.
- ♦ Fought to bring together Republican Party and Independents to support the Trump agenda and policies, through community outreach and interaction with political leaders.

State Director for Agriculture, Natural Resources and Environment

April 2002-Present

U.S. Senator Mike Crapo-Idaho

- ♦ Representative for Senator Crapo on various issues, agency oversight, legislation and laws. Senior staffer for the Owyhee Public Land Management Act, and collaboratively derived a Bill that resolved long standing land management conflicts which passed in 2009. Worked to pass the following Acts and Bills: Healthy Forest Restoration Act passed in 2003, Delisted wolves from ESA. Pushed through several 2nd Amendment bills, resulting in additional protections for law-abiding citizens.
- ♦ Represented Senator Crapo in all capacities, regularly speaking with constituents and staff.
- ♦ Drafted and edited: press releases, statements, letters, bills, proposals, research summaries, talking points and other documents related to state, federal policies and law.
- ♦ Oversaw Staff Senate Agriculture Committee Hearings and other germane committee hearings.
- ♦ Assisted in drafting significant portions of the 2008 Farm Bill. The Energy and Conservation Titles resulted in strengthened American position in all agricultural commodities and enhancing national securities.
- ♦ Provided congressional oversight with EPA, USDA, U.S. Department of the Interior, Bureau of Reclamation, U.S. Fish and Wildlife Service, U.S. Army Corp of Engineers, ATEB, Bureau of Land Management, Forest Service, National Park Service, Bonneville Power Administration, Department of Energy and associated state agencies.
- ♦ Consistent interaction with multi-agency policies and the various role of each including familiarity with FSA programs.
- ♦ Provided expertise in legal and judiciary matters and federal law for the Clean Air Act, National Environmental Policy Act, Clean Water Act, Endangered Species Act, Federal Insecticide Fungicide and Rodenticide Act, and NEPA.
- ♦ Correspondence with constituents and assisted in casework including the Act that restored motorized herding in wilderness to ranchers.
- ♦ Interacted with Federal, State, County, Municipal, and International Governments to discuss Trade with Canada, Taiwan, Brazil, and Mexico. Resolved conflicts with Idaho counties and cities with regard to land and water management. Facilitated the Wetland Banking Collaborative which protected private property and created wetlands.
- ♦ Provided management and oversight as the Senior Policy Advisor for the Banking Committee.

U.S. Fish and Wildlife Service/USDA, Supervisory Wildlife Biologist

July 21, 1985-April 2002

- ♦ Served within U.S. Fish and Wildlife Service and USDA-APHIS.
- ♦ Twelve years as Supervisory Biologist responsible for program mission.
- ♦ Recruited, organized and managed an agency within USDA, Wildlife Services.
- ♦ Established key relationships with various entities and people to ensure success of the agency.
- ♦ Wrote NEPA documents and participated on Interagency Management Teams.
- ♦ Authored technical papers and presented such at peer conferences and received top honors and awards. Authored several technical papers published in the Journal of Wildlife Management.
- ♦ APHIS, Fish and Wildlife Service Technician

General Contractor/ Laborer

1978-1985

- ♦ Worked in many occupations and learning skills such as home construction, farming, ranching, grain mills, horse shoeing (farrier), truck driving, retail sales, coaching, hunting guide, horse trainer, sheep shearer, brick layer and many more endeavors.

Current Manager/ Owner of Rio B LLC. (Farm, Ranch and Land Company)

- ♦ Production of food and fiber through livestock and farming operation in Melba, Idaho with property in Idaho, Utah and northern Nevada. Rio B is entirely held, owned and operated by Layne Bangerter and his wife Betsy.

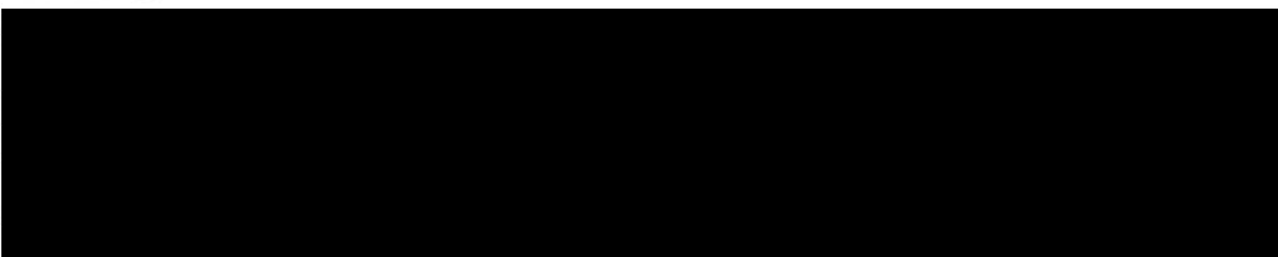
AWARDS

- ♦ Program Achievement Award-Jack H. Berryman Institute for Wildlife Management.
- ♦ USDA Superior Performance Awards-Multiple
- ♦ Multiple Constituent and Interagency Appreciation Awards

EDUCATION

- ♦ Brigham Young University 1989, Bachelor of Science- Wildlife and Range Resource Management.
- ♦ Scholastic and Leadership Scholarship.
- ♦ High School Diploma, American Fork, Utah –Leadership and multiple sport and academic achievements.

PERSONAL

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- ♦
- ♦
- ♦
- ♦

Salary History:



ERIK C. BAPTIST

EXPERIENCE

The American Petroleum Institute (API), Washington, DC
Senior Counsel, Office of General Counsel, January 2014 to present
Counsel, Office of General Counsel, May 2011 to December 2013

Direct litigation and legal advocacy on critical issues facing the oil and gas industry, including matters related to fuels specifications, market development of natural gas, Canadian oil sands, and environmental regulations

- Lead API's Subcommittee on Environmental, Health, and Safety Law, on which over 20 oil and gas companies participate
- Work with API members and outside counsel to determine legal strategy on issues important to industry and draft Supreme Court, appellate, district court, and amicus briefs in litigation related to those issues
- Submit comments to EPA on proposed rules relating to the Renewable Fuel Standards and other fuels regulations; file comments with FERC on regulations that affect the generation, transmission, and consumption of natural gas
- Draft letters to federal, state, and local governmental entities explaining API's legal concerns with proposed laws and regulations
- Successfully sued EPA multiple times over its mandates for refiners to use non-existent biofuels
- Provided the legal support on all aspects of API's advocacy on the Keystone XL Pipeline, including litigation strategy, presidential review process, federal legislation, coalition building, grassroots mobilization, and communications
- Negotiated settlement agreements with EPA and OSHA in separate lawsuits that API initiated

Provide legal counsel for API's legislative efforts, lobbying activities, and grassroots mobilization

- Collaborate with API staff from policy, communications, federal and state relations, external mobilization, and research and analysis departments to execute wide-ranging campaigns on mission-critical issues
- Draft legislation for congress and state legislatures on tort reform, environmental regulations, funding for government programs, and significant reform of prior legislation; develop consensus with affected constituencies to build broad coalition to support the legislation; work with congress and legislatures to introduce the bills; and prepare testimony before congressional committees on these issues
- Provide counsel to API's affiliated state petroleum councils on pending legislation and regulations, in addition to other legal issues unique to a particular state council
- Advise API on federal, state, and local lobbying activities and grassroots mobilization efforts to ensure that they comply with applicable laws and regulations

Provide legal advice for API's corporate needs and business operations

- Prepare, edit, and review press statements and published intellectual property, including television, radio, and print advertisements
- Work with API's research and analysis group to develop, monitor, and review third-party studies that support advocacy efforts
- Communicate with the press on legal issues facing the oil and gas industry
- Supervise API's response to subpoena requests from significant lawsuits and provide counsel to API staff on document retention policy
- Draft and review API's contracts with outside vendors

EXPERIENCE (continued)

The Federal Energy Regulatory Commission (FERC), Washington, DC

Attorney, Office of Enforcement, Division of Investigations, March 2009 to May 2011

Market Manipulation Investigation and Trial Related to Natural Gas Market, March 2009 to March 2010

- Worked on the investigation of the Amaranth hedge fund and the trial of Amaranth's head trader who was found to have manipulated the price of natural gas through his futures trading
- Cross-examined a key NYMEX broker at trial; deposed executive officers and directors of the hedge fund; prepared staff's chief expert for his deposition and trial testimony; and drafted motions and briefs

Market Manipulation Investigation Related to Electricity Market, August 2010 to present

- Investigated whether trading firms violated FERC's anti-market manipulation rule by allegedly engaging in uneconomic virtual transactions solely to collect profitable surplus allocations
- Deposed traders, analyzed trade data, and devised an investigative plan

Other Significant Experience

- Lead a market-wide investigation of energy companies relating to the reliability of the electric grid
- Investigated an energy company for multiple violations of federal energy laws and regulations

McDermott Will & Emery LLP, Washington, DC

Associate, Trial Department, September 2004 to January 2009

Summer Associate, May 2003 to August 2003

Retiree Health Care Benefits Litigation, December 2004 to January 2009

- Worked on all aspects of two related billion-dollar class action lawsuits brought by retirees demanding free, lifetime healthcare benefits from client
- Drafted Supreme Court, Sixth Circuit, and district court briefs; took and defended the depositions of key witnesses; assisted with the preparation of client's chairman of the board and general counsel for their depositions; and helped with preparation for trial

✓ *U.S. Department of Justice's Investigation of Body Armor Industry*, September 2006 to January 2009

- Served as primary point of contact for Department of Justice's investigation into alleged False Claims Act violations relating to client's participation in the body armor manufacturing industry and involving \$300 million in potential liability
- Prepared client's employees for witness interviews; supervised associates and translators working on matter; successfully negotiated with government to reduce the scope of its document requests; and created presentations to government on client's non-liability for settlement negotiations

✓ *U.S. Department of Justice's Investigation of Off-Label Use of Client's Drug*, March 2008 to June 2008

- Represented pharmaceutical company in response to Department of Justice's investigation of off-label use of client's drug, by leading team of attorneys in nationwide effort to interview witnesses and collect documents from their offices

Other Significant Firm Experience

- Participated in a federal court trial involving a false advertising claim against client contact lens manufacturer, by writing direct examinations of expert witnesses, preparing witnesses for courtroom testimony, and drafting pre- and post-trial briefs
- Successfully argued motions at hearings in federal and state courts for civil and criminal matters
- One of 33 associates in the firm to be recognized at associate retreat for outstanding *pro bono* work

EXPERIENCE (continued)

- ✓ **U.S. District Court for the District of Columbia, Washington, DC**
Judicial Extern to the Honorable Ricardo M. Urbina, August 2002 to April 2003
 - Drafted legal memoranda and a proposed memorandum opinion for Judge Urbina
- ✓ **District of Columbia Court of Appeals, Washington, DC**
Judicial Intern to the Honorable Eric T. Washington, June 2002 to August 2002
 - Drafted legal memoranda for Judge Washington
- The Washington Times, Washington, DC**
Research Associate, Insight Magazine, June 2001 to August 2001
 - Published three articles and edited submissions for the newspaper's weekly magazine
- The Heritage Foundation, Washington, DC**
Editorial Assistant, Coalition Relations, June 2000 to August 2000
 - Drafted summaries of articles from various sources for *The Insider* and performed editorial tasks

EDUCATION

- The George Washington University Law School, Washington, DC**
J.D., May 2004
The George Washington International Law Review, Member
George Washington Law Alumni Association, Board of Directors (2016-present)
The Federalist Society, Executive Board
Legal Research and Writing Program, Dean's Fellow
- Vanderbilt University, Nashville, TN**
B.A. (GPA: 3.5/4.0), American Studies and Sociology (double major), May 2001
Vanderbilt Alumni Association, Board of Directors (2010-2013)
College Republicans, President
Homecoming King

SPEAKING ENGAGEMENTS

- "Fuels Regulations Under Clean Air Act Section 211." *Title II: Motor Vehicles, Engines, Aircraft, Fuels, and Renewables*, American Law Institute Continuing Legal Education (ALI CLE), "The Clean Air Act: New Directions in Law, Policy, and Practice," October 22-23, 2015, Washington, DC.
- "The U.S. Renewable Fuel Standard: An Unrealistic and Unworkable Mandate." *How Green Is Your Gasoline? An Examination of Recent Developments in EPA's RFS Program*, D.C. Bar, July 14, 2015, Washington, DC.
- "A View from the Inside: An In-House Counsel's Advice on How To Improve Client Relations and Business Development," McDermott Will & Emery LLP, January 22, 2014, Washington, DC.
- "The False Claims Act: A Powerful, Far-Reaching Statute that Affects All Aspects of ITOCHU's Business," ITOCHU Compliance Conference, March 5, 2008.

BAR ADMISSIONS

- Admitted to practice in the District of Columbia and Illinois (currently inactive)

Christopher Beach

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PROFESSIONAL EXPERIENCE

Jan. 2017 – Present Real Clear Politics Washington, D.C.

Editor, Real Clear Education

- Responsibilities include writing original articles, editing op-ed submissions, curating content, writing a daily e-newsletter (distribution 6,000+ readers) and managing the social media accounts for Real Clear Education, which generates roughly 150,000 page views per month.

May 2010 – Present William J. Bennett

Chief of Staff to William Bennett

- Producer of the Bill Bennett Show, a weekly podcast featuring interviews with leading political figures like Vice President Mike Pence, Speaker of the House Paul Ryan and Steve Wynn.
- Co-authored with Bennett the revised and updated version of the New York Times best-seller *The Book of Man: Readings on the Path to Manhood* (Link: <http://tinyurl.com/jbrjt9p>).
- Wrote speeches for delivery at major events, including keynote addresses for leading trade associations and corporations as well as major political events. Examples available upon request.
- Ghostwrote and co-authored op-eds with Bennett which appeared in USA Today, Wall Street Journal, Politico, Fox News, CNN and other major outlets. Example: "The Hypocrisy Of Congress's Gold-Plated Health Care." The Wall Street Journal, September 2013. (Link: <http://tinyurl.com/zzbhehc>)

Aug. 2016 – Dec. 2016 Rolls-Royce

Freelance Speechwriter

- Speechwriter for Marion Blakey, CEO of Rolls-Royce North America. Researched and wrote keynote speeches for delivery at major industry events. Examples available upon request.

May 2010 – Apr. 2016 Bill Bennett's Morning in America Arlington, VA

Executive Producer

- Executive Producer of Bill Bennett's Morning in America, a nationally syndicated talk show aired on over 200 stations nationwide and rated with 3+ million listeners weekly (the seventh largest talk show in the nation). Duties included regular live on-air contributions, writing copy for on-air delivery, booking high-level guests for the show and editing and preparing audio cuts for delivery on air. Sample audio clips available upon request.

EDUCATION

Patrick Henry College
Journalism. Received May 2010.

Purcellville, VA B.A.,

REFERENCES (Additional references available upon request.)

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Nancy Beth Beck PhD, DABT

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SCIENCE & REGULATORY POLICY EXPERT

Ph.D. Toxicologist with over eighteen years of applied public health experience. Specialized ability to provide a broad policy perspective as well as detailed technical input. Deep understanding of scientific issues, risk assessment, and U.S. regulatory process. Accomplished in bringing a scientific dialogue to the policy discussion to inform critical decision-making. Skilled in leading and directing interagency negotiations to improve policy. Successful collaborations have involved partnerships with senior staff and policy officials throughout the Executive Office of the President and Federal agencies.

Education & Certification:

Diplomat American Board of Toxicology (DABT), November 2002, recertified Aug 2016

Ph.D. Environmental Health, *University of Washington*, Seattle, WA, 1998

M.S. Environmental Health, *University of Washington*, Seattle, WA, 1992

B.S. Microbiology (minor economics), *Cornell University*, Ithaca, NY, 1988

APPLIED TOXICOLOGY & PUBLIC HEALTH EXPERIENCE:

American Chemistry Council (ACC), Washington DC

Senior Director of Regulatory Science Policy

January 2012- present

- Leading expert for ensuring sound implementation of risk assessment practices within the Frank R. Lautenberg Chemical Safety for the 21st Century Act (signed into law June 2016).
- Develop technical and policy materials to develop sound scientific policies on science and health critical for the government assessment of chemicals.
- Oversee funding and development of projects to advance risk assessment methodologies and practices.
- Review and provide comment on various scientific assessments including EPA IRIS assessments, OPPT Risk Assessments, Report on Carcinogens documents, and international assessments to inform industry engagement with Federal Agencies.
- Serve as an expert technical and strategy resource to committees and self-funded groups on the development and improvement of scientific documents related to specific chemical assessments.
- Analyze scientific documents to identify critical scientific issues relating to improving the scientific basis to support decisions making. Provide technical assistance in protocol development, monitoring, auditing and communication of results.
- Co-lead ACC panel on advancing risk assessment and science policy regarding issues related to characterizing uncertainty, systematic review, and weight of evidence evaluations.
- Work to resolve member company concerns and problems related to chemical assessments
- Monitor, analyze, and track emerging issues, developments and trends on science policy and chemical assessment and management.
- Serve as spokesperson on behalf of ACC in front of federal agencies, congressional staff, press, international groups, scientific societies and other organizations.

Executive Office of the President, Office of Management and Budget, Office of Information and Regulatory Affairs, Washington, DC

TOXICOLOGIST/RISK ASSESSOR/POLICY ANALYST

AUG. 2002-January 2012

- Utilized toxicology expertise to bridge the science and policy gap by framing and identifying scientific issues for an active policy debate.
- Led expert for international regulatory discussions with the EU, Canada and Mexico on risk assessment and nanotechnology policy.
- Managed and led the scientific review of the toxicological/scientific analyses and risk assessments upon which rulemakings, proposals, notices, guidance documents, and information collection requests rely as part of the review by the Executive Office of the President (EOP). Included review of IRIS assessments.
- Supervised the oversight of federal agency implementation of the Information Quality Law and OMB Information Quality Guidelines.
- Coordinated and led OMB risk assessment initiatives, including oversight, authorship, coordination of working group, shepherding of draft documents through peer review and public comment, and culmination into a final OMB/OSTP Memorandum on Risk Analysis.
- Monitored and analyzed human health, environmental and safety information which appears in legislative testimony through the legislative review clearance process within the EOP.
- Provided direct scientific, risk assessment, toxicological, and environmental health assistance and interpretation to White House political appointees and senior leaders. Prepared and conducted various briefing papers and talks.

US EPA CAREER DEVELOPMENT DETAIL

US EPA, Office of the Assistant Administrator for the Office of Research and Development, Washington DC. Feb.2006-May 2006

- Reviewed and provided comments on strategies and draft documents for the EPA Assistant Administrator
- Assessed differences and similarities of risk assessment procedures among different EPA program offices, with a specific emphasis on pesticides and the IRIS processes.
- Gained critical understanding of the Office of Research and Development and its role in regulations.

AAAS (American Association for the Advancement of Science) Science and Technology Policy Fellow, Washington DC *FELLOW--US EPA, National Center for Environmental Assessment*

Sept. 2000-Aug. 2002

- Worked on toxicology projects focused on identifying health issues related to childhood susceptibilities, human variability, childrens toxicokinetics and toxicodynamics, and susceptible populations.

Washington State Department of Health, Office of Environmental Assessments, Olympia, WA

TOXICOLOGIST/PUBLIC HEALTH ADVISOR Feb. 1999-July 2000

- Prepared health and exposure assessments, including site specific risk assessments, for ATSDR and the Washington State Department of Health.
- Evaluated human health risks using knowledge, risk assessment tools, air modeling programs, hydrogeology knowledge, and a strong understanding of the fate and transport of compounds in the environment and the body.
- Interacted regularly with other regulators and the general public at public meetings.

Publications, awards, and other leadership activities available upon request

Doug Benevento

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Education

B.A. Communication, University of Colorado
M.A. Government, Johns Hopkins University
J.D. University of Denver

Professional Experience

Xcel Energy

2010 to Present

Director of Energy Policy, Policy and Federal Affairs Office

- **Oversee Corporate Policy Development**
 - Manage a team of policy professionals
 - Analyze national utility trends and develop appropriate policies
 - Coordinate company policy for different markets and regional transmission organizations
 - Represented the company before the California legislature regarding revisions to state renewable portfolio standard
 - Drafted a FERC brief in collaboration with other utilities regarding the value of renewable energy
 - Developed a Policy Risk Registry to more rigorously track specific policy risks facing the company and identify potential impacts to customers and shareholders
 - Analyzed the Clean Power Plan's impact on utility costs at regional transmission organizations and other markets, pending federal energy legislation, and the value and environmental impact of cross-state renewable energy delivery
- **Manage Political Activities and National Association Memberships**

Manage the company's Political Action Committee and represent the company at political events and on policy panels before national trade associations

The Law Firm of Greenberg Traurig

2006 to 2010

Of Counsel

- **Practiced Environmental, Natural Resource and Administrative Law**

Counseled multiple clients on environmental and natural resource legal issues and legislative matters

 - Managed a nation-wide multi-million dollar environmental audit program for a major retailer
 - Represented clients before multiple state agencies
 - Assisted clients in developing successful government affairs strategies at the local, state and federal level
 - Assisted clients in designing and implementing strategic plans for environmental regulatory compliance
 - Represented a state-wide health care association
 - Lead counsel on an Amicus Brief to the Colorado Supreme Court arguing state pre-emption over local mining regulations, including several arguments adopted in the final ruling
 - Recognized by *Chambers USA* in the field of environmental law

Colorado Department of Public Health and Environment
1999 to 2005

Executive Director, 2002 – 2005

Director of Environmental Programs, 1999 – 2002

- **As Executive Director** responsible for management and policy of the state's environmental and public health programs
- **As Director of Environmental Programs** managed the state's Air, Water, Waste, and Consumer Protection programs
 - Managed a budget of \$300 million and 1100 employees
 - Responsible for implementation of Colorado's public health and environmental laws
 - Represented the State of Colorado before Congress on multiple environmental policy issues
 - Expedited cleanup and closure of the Rocky Flats Nuclear Weapons Plant
 - Revised Department enforcement policies to focus on achieving compliance more quickly
 - As part of a team, worked with EPA to negotiate revisions to state environmental audit law to reduce threat of EPA over-filing
 - Developed strategies to bring Colorado into attainment with all NAAQS
 - Developed health care legislation passed by the General Assembly to increase preventive care for at-risk populations in Colorado
 - Responsible for the development of strategies in response to a pandemic disease outbreak or a bioterrorism event

United States Congressman and Senator Wayne Allard
1991 to 1999

Senior Legislative Assistant, Office of Senator Allard

Staff Director, House Agriculture Subcommittee on Forestry, Conservation, Credit, and Rural Development

Legislative Director, Office of Congressman Allard

- **Focused on environmental, natural resource and agricultural issues**
 - Managed a team of legislative assistants
 - Drafted amendments protecting the primacy of states to allocate water
 - Developed legislation creating one of the largest urban wildlife refuges in the United States
 - Drafted an amendment to CERCLA legislation waiving federal sovereign immunity from state cleanup standards
 - Developed and coordinated a coalition to streamline Endangered Species Act requirements
 - Expedited funding for cleanup of the Rocky Flats Nuclear Weapons Plant
 - Developed and passed legislation establishing new wilderness areas in Colorado
 - Lead negotiator for the House of Representatives of the Conservation Title of the 1996 Farm Bill
 - Developed and passed legislation reforming the Food and Drug Administration's approval process for animal drugs

Professional Activities

- Electric Utility Regulation Advisory Group, Lawrence Berkley National Laboratory
- Vice-Chairman External Affairs Committee, Edison Electric Institute
- Director and Vice-President, Douglas County Board of Education
- Member, Colorado Bar Association
- Past Member, National Advisory Environmental Health Sciences Council
- Past Chair, Governor's Emergency Expert Epidemiology Response Committee
- Past Member and Board Member, Environmental Council of States

ELIZABETH TATE BENNETT

(b) (6)

**National Rural Electric Cooperatives Association, Sr. Principal, Legislative Affairs
Lead Lobbyist on Environment & Appropriations Issues**

June 2015- Present

- Designated NRECA liaison in the Coal Utilization Research Council (CURC), Utility Solid Waste Activities Group (USWAG), Washington Coal Club, Women in Agriculture and Women in Government Relations
- Builds broad coalitions of industry stakeholders with common legislative interests
- Spearheaded plan to increase NRECA engagement with Congressional Offices on social media
- Works regularly with NRECA's regulatory and legal teams on in-depth policy issues
- Drafts op-eds for placement in local co-op magazines and newsletters
- Travels regularly throughout the Midwest and Southeast for speaking engagements at co-ops
- Responsible for designating campaign contributions for all EPW/E&C/Appropriations Committee Members
- Maintains strong relationships with individual Members of Congress & senior staff within Senate and House Leadership, Senate Environment and Public Works Committee, House Energy & Commerce, Senate/House Appropriations Committees/Subcommittees, House/Senate Agriculture Committees
- Maintains strong relationships with rural & D.C. stakeholders in policy arenas of energy, environment, telecomm & agriculture
- Assisted EPA Transition Team with General Pruitt's confirmation hearing process: identified and connected Team with Congressional allies from key states. Facilitated industry op-eds and social media placement
- Utilized industry coalitions and NRECA's grassroots network to build support for final passage of WIIN
- Obtained a record 38 Senate, 218 House signatures on annual Rural Utility Service letters for FY17

Majority Leader Mitch McConnell, Legislative Assistant for Energy & Agriculture

July 2013- June 2015

- Advised Leader on the Senate Floor for votes on relevant EPA, Interior, DOE, FERC & USDA nominations
- Advised the Leader on selecting GOP Conferees to 2014 Farm Bill
- Advised the Leader during Conference of the 2014 Farm Bill. Helped him insert personal leg priorities
- Regularly staffed the Leader in weekly meetings with D.C. and KY stakeholders
- Spearheaded innovative initiatives (both legislative and non-legislative) during busy political year, including the Leader's 2014 visit (with local coal miner) to EPA HQ for a Public Listening Session on the CPP. Worked with House Coal Caucus to organize press conference outside the Capitol immediately after
- Oversaw the 2015 Senate confirmation process of Jeff Hall for the Farm Credit Administration Board
- Drafted, whipped and passed McConnell-Merkley hemp amendment to the 2014 CJS Appropriations Bill
- Protected 2014 USDA tobacco buyout settlement payments from sequestration. Wrote Sec. Vilsack and OMB Director Burwell identifying specific Budget Control Act language exempting revolving trust dollars, which includes tobacco payments, as exempt from sequester
- Met with and successfully persuaded USDA Deputy Secretary Krysta Harden to reverse a 2013 RMA decision altering crop insurance rotation requirements for tobacco
- Secured speakers from the Administration for Senate briefings including CFTC Commissioner Giancarlo
- Managed efficient, timely mail and vote rec. programs for issues; oversaw small team of leg correspondents
- Initiated a plan to build relationships with Senate Democratic staff
- Represented the Leader's Office at Senate Western Caucus meetings
- Enhanced D.C./KY perceptions of the Leader's accessibility via strong interpersonal skills, open-door policy

Congressman Andy Barr (KY-06), Senior Legislative Assistant

January 2013- July 2013

Congressman Brett Guthrie (KY-02), Legislative Assistant

June 2009-January 2013

**EDUCATION: Georgetown University Washington, D.C., Master's in Public Relations & Communications
Centre College, Danville, KY, Bachelor of Arts, Government**

Molly Block

(b) (6)

Experience

House Committee on Natural Resources, Chairman Rob Bishop, Washington, D.C

Press Secretary

March 2017 – Present

- Create media plans for legislation including Puerto Rico's economic crisis and comprehensive mining reform to organize messaging, engage stakeholders and boost the Committee's profile
- Draft speeches and op-eds for Chairman Bishop on issues including BLM methane regulations and Arctic energy development to generate national and regional news coverage
- Respond to press inquiries on behalf of the Committee and the Chairman in a strategic and timely fashion on breaking news, legislative priorities and incoming journalist requests
- Delegate responsibilities and review communications from the press shop including work from the Communications Assistant and Press Assistant in addition to training new hires
- Edit and design two weekly newsletters that are sent to a combined audience of 7,000 including constituents, industry and Hill staffers

Deputy Press Secretary

April 2016 – February 2017

- Traveled with the Chairman and military personnel to manage field hearing press operations and develop firsthand knowledge and expertise on topics within the Committee's jurisdiction
- Cultivated relationships with reporters, industry groups, and press and policy staff in the 26 Republican Member offices to promote national and regional coverage of Committee policy objectives

Press Assistant and Media Relations Coordinator

September 2015 - April 2016

- Pitched and booked Congressmen and surrogates for national and regional television and radio appearances
- Wrote and distributed media advisories for hearings on issues including the EPA's Animas River spill and offshore energy production in the Gulf of Mexico to shape the national narrative
- Increased exposure and highlighted key legislation in targeted markets by expanding press lists 30% to reach more than 1,200 national and local reporters and producers organized by outlet and issue area

Republican National Committee, Cleveland, OH

July 2016

Republican National Convention Regional Media Outreach Team – West At-Large Professional Volunteer

- Booked 23 surrogates for over 75 media appearances in 24 outlets over 4 days of convention
- Coordinated in-person satellite interviews for delegates and circulated convention communication documents with regional outlets in OR, UT, MT, WA, and WY

United States Senate, Washington, D.C.

May - August 2015

Paid Intern

- Strengthened constituent outreach through weekly meetings with interest groups about policy developments, the legislative agenda and day-to-day responsibilities on Capitol Hill
- Compiled and sent morning, midday and evening television, radio and print news clips using specialty online research tools and to Republican senate staffers

Legislative Intern

May - July 2014

- Completed extensive oversight research on critical issues such as the Inspector General's audits of Veterans Affairs' Hospitals regarding manipulated wait times

Skills: Proficient in Spanish, Adobe Creative Suite, Basic HTML

Education

University of Michigan, Ann Arbor, MI

May 2015

- B.A. in Political Science, International Studies and Spanish – Honors Program
- Thesis: Fact or Fiction: Media's Tale of an Ideologically and Affectively Polarized Society
- Pi Beta Phi Fraternity, External Relations Co-Chair

September 2011 - May 2015

SUSAN PARKER BODINE

(b) (6)

(b) (6)

(b) (6)

SKILLS

Through twenty-eight years of experience in managing environmental issues in the executive and legislative branches of government and in private practice:

- I have a thorough understanding of legislative and administrative processes;
- I am experienced in managing a staff and a budget to achieved desired outcomes;
- I am skilled at communicating both orally and in writing;
- I am experienced in negotiating with adverse parties to achieve legislative, administrative, and legal outcomes.

EXPERIENCE

Chief Counsel, Senate Environment and Public Works Committee

410 Senate Dirksen Office Building
Washington, DC 20510 January 2015-
present

The Environment and Public Works Committee has jurisdiction over all environmental and fish and wildlife protection laws as well as the Federal Highway Program, the civil works program of the Army Corps of Engineers, and other infrastructure authorities.

As Chief Counsel my job is to help the Chairman advance his legislative and oversight agenda. In particular, I negotiated the environmental streamlining provisions of the Fixing America's Surface Transportation Act (P.L. 114-94). I oversaw the Senate legislative and oversight efforts relating the Waters of the United States (WOTUS) rule, including the Federal Water Quality Protection Act (S. 1140), numerous hearings, and a Majority Report on WOTUS implementation. I negotiated many provisions of the Water Infrastructure Improvements for the Nation (WIIN) Act (S. 612). I also help supervise the committee staff.

I have written numerous op-eds, articles, and press releases to communicate the Chairman's goals. I made presentations before many different groups and spoke to reporters on behalf of the Chairman.

I have worked with outside counsel to develop and file amicus briefs for members of Congress challenging the Clean Power Plan, the Chesapeake Bay Total Maximum Daily Load, and the WOTUS Rule.

Partner, Barnes & Thornburg.

1717 Pennsylvania Ave. N.W., Suite 500
Washington, DC 20006
March 2009-January 2015

~~As a lawyer in private practice~~
As a lawyer in private practice I used my skills to interact with Congress, the U.S. Environmental Protection Agency (EPA), the U.S. Department of Justice, and the White House, on environmental legal and policy issues.

This interaction has included writing rulemaking comments; litigating final rulemakings; negotiating consent decrees and administrative settlements; drafting legislation, testimony, and position papers; and engaging with government officials on policy positions.

I also testified before Congress, wrote articles, gave frequent speeches to trade associations, and spoke to reporters on environmental issues.

Assistant Administrator, Office of Solid Waste and Emergency Response, U.S. Environmental Protection Agency.

1200 Pennsylvania Avenue, Washington, DC

January 2006-January 2009 (confirmed by the Senate on December 17, 2005).

As an EPA Assistant Administrator, I had twelve staff who reported directly to me. Through them I managed nearly 600 headquarters employees and an annual budget of \$1.3 billion to carry out EPA's programs related to brownfields revitalization, oil spill prevention and response, chemical accident prevention and preparedness, underground storage tanks; and emergency response (including Homeland Security); Superfund cleanup, and the management of hazardous waste.

During my tenure, I oversaw the development of significant rulemakings, including revisions to the Resource Conservation and Recovery Act Definition of Solid Waste, the Clean Water Act Spill Prevention, Control and Countermeasure regulations, and the exemption reporting air releases from farms under both the Comprehensive Environmental Response, Compensation, and Liability Act and the Emergency Planning and Community Right to Know Act.

In carrying out EPA's missions, I placed a priority on voluntary resource conservation and materials management programs and facilitating the return of property to productive use.

As the political head of the Office of Solid Waste and Emergency Response (now Office of Land and Emergency Management) I testified before Congress frequently, and gave numerous speeches and interviews.

Committee on Transportation and Infrastructure, Subcommittee on Water Resources and Environment, U.S. House of Representatives, Washington, D.C.

Rayburn House Office Building, Washington, DC

February 2001-December 2005: Staff Director and Senior Counsel,

January 1995 – January 2001: Counsel

As a staff director, I managed a six person staff to carry out all oversight and legislative activities relating to water resources issues, including issues related to the control of water pollution, protection of wetlands, the cleanup of contaminated property, water supply, navigation, flood control and the related activities of EPA, the U.S. Army Corps of Engineers, the National Oceanic

and Atmospheric Administration, the Natural Resources Conservation Service, and the Tennessee Valley Authority.

2

Our primary focus was on legislation and oversight related to the Clean Water Act (including the section 404 wetlands permitting program); the Comprehensive Environmental Response, Compensation, and Liability Act; the Small Business Liability Relief and Brownfields Revitalization Act (P.L. 107-118) ; and various Water Resources Development Acts to authorize the civil works program of the U.S. Army Corps of Engineers.

Covington & Burling.

1201 Pennsylvania Avenue, Washington, D.C. Associate,
August 1988 – January 1995

As an associate, I represented clients involved in Superfund litigation and Clean Water Act permit appeals, counseled clients on compliance with the Resource Conservation and Recovery Act, drafted comments on proposed agency regulations, prepared clients for multi-media inspections, conducted environmental due diligence for real estate and corporate transactions, and drafted environmental contract terms.

ASARCO, Inc.

180 Maiden Lane, NY, NY

August 1983-July 1985

Paralegal in the legal department of Fortune 500 company.

EDUCATION:

University of Pennsylvania School of Law

Philadelphia, Pennsylvania J.D.,

cum laude (May 1988)

University of Pennsylvania Law Review, Editorial Board (1987-88)

Princeton University

Princeton, New Jersey

A.B, History, cum laude (June 1983)

PROFESSIONAL:

Security Clearances (former):

Top Secret

Sensitive Compartmented Information access

Bar Admissions:

District of Columbia

Commonwealth of Pennsylvania (inactive)

U.S. Court of Appeals for the District of Columbia Circuit

PERSONAL:

(b) (6)

Brittany A. Bolen

(b) (6)

EXPERIENCE:

U.S. Senate Republican Policy Committee

Policy Counsel, Chairman John Barrasso (R-Wyo.)

Jan. 2017-Present

- Responsible for providing in-depth analysis, strategic guidance, and policy resources related to energy, environment, agriculture and regulatory reform issues as a function of the Senate Republican leadership
- Authored policy papers on presidential nominees and regulatory issues; promoted Republican legislative priorities

U.S. Senate Committee on Environment and Public Works

Majority Counsel, Chairman James M. Inhofe (R-Okla.)

Jan. 2015-Jan. 2017

- Developed policy and conducted oversight on cross-cutting environmental, economic, and regulatory matters
- Advanced expertise in the Clean Air Act, Administrative Procedure Act, Information Quality Act, Regulatory Flexibility Act, and the Environmental Research, Development, and Demonstration Authorization Act
- Worked on the consideration of several presidential nominees for the Environmental Protection Agency (EPA)
- Responsible for the preparation of Committee hearings on EPA's science, risk assessments and advisory panels; litigation activities; cost-benefit tools; approach to cooperative federalism; consultation with small businesses; unfunded mandates; enforcement actions; and unimplemented IG and GAO recommendations
- Co-author and researcher of the following comprehensive Committee staff reports:
 - *Obama's Carbon Mandate: An Account of Collusion, Cutting Corners, and Costing Americans Billions*
 - *Forecast for COP-21: Senate Predicts Obama Climate Promises to Come Up Short Again*
 - *Lessons from Kyoto: Paris Agreement Will Fail National Economies and the Climate*

Republican Counsel, Ranking Member David Vitter (R-La.)

Jan. 2013-Dec. 2014

- Conducted oversight of and investigations into EPA management, regulatory and litigation activities, and grants
- Contributed to the consideration of presidential nominees for EPA Administrator, General Counsel, Chief Financial Officer, and Offices of Air and Radiation, Research and Development, and Environmental Information
- Co-author and primary researcher of the following comprehensive Committee staff oversight reports:
 - *A Call for Sunshine: EPA's FOIA and Federal Records Failures Uncovered*
 - *EPA's Playbook Unveiled: A Story of Fraud, Deceit, and Secret Science*
 - *The Chain of Environmental Command: How a Club of Billionaires and Their Foundations Control the Environmental Movement and Obama's EPA*
 - *Setting the Record Straight: Hydraulic Fracturing and America's Energy Revolution*

U.S. House of Representatives Committee on the Judiciary

Legal Fellow, Chairman Lamar Smith (R-Tex.)

Sept. 2012-Dec. 2012

- Worked exclusively with the Subcommittee on Courts, Commercial and Administrative Law
- Contributed to regulatory reform efforts and oversight of agencies' compliance with regulatory process
- Researched, drafted, and revised Subcommittee letters, legislative materials, memoranda, and hearing questions

U.S. House of Representatives Committee on Oversight and Government Reform

Legal Intern, Chairman Darrell Issa (R-Calif.)

Jan. 2012-Aug. 2012

- Worked with the Committee's oversight team and specialized in its energy and regulatory affairs portfolio
- Contributed to Member briefings, witness outreach, memoranda, and questions for Committee hearings
- Researched, drafted, and revised Committee letters and sections of the following Committee staff reports:
 - *Continuing Oversight of Regulatory Impediments to Job Creation: Job Creators Still Buried by Red Tape*
 - *The Department of Energy's Weatherization Program: Taxpayer Money Spent, Taxpayer Money Lost*
 - *Government Motors: A Preliminary Report on the Effects of Bailouts and Politics on the Obama Administration's Ability to Protect American Consumers*

EDUCATION:

George Mason University Antonin Scalia Law School, J.D.

May 2013

- Mason Law Scholarship Recipient; completed coursework within the Regulatory Law Concentration

University of Florida, B.A. Political Science and Criminology

May 2010

- *Cum Laude* Distinction; University of Florida Anderson Scholar; Certificate in Public Affairs

BAR ADMISSION: State of Florida

Oct. 2013

Derrick A. Bolen

(b) (6)

Experience

United States Department of Labor

February 2017 – Present

Special Assistant to the Secretary

- Liaison between Congress and the Department
- Assisted in briefing and scheduling meeting for nominees with Senators
- Assisted the Secretary in meeting his needs

Donald J. Trump for President, Inc

September 2016 – November 2016

Regional Field Director / Youth for Trump Virginia Director

- Generated activism among college students
- Managed staff and volunteers
- Coordinated events
- Organized door knocks and phone banks

Republican Party of Virginia

July 2015 – August 2016

Regional Field Director

- Establish a ground game in three congressional districts
- Managed staff and volunteers
- Coordinated events
- Organized door knocks and phone banks

Delegate Christopher Head

May 2015 – July 2015

Field Director

- Organized canvassing operations

Car Lovers Car Wash

July 2011- August 2014

Manager

- Oversaw day to day operations
- Managed staff
- Coordinated promotions and incentives

Education

Liberty University

Spring 2016

Bachelor of Arts in Politics and Policy

(b) (6)

Strategic Communications Professional

Media relations and public affairs professional with advanced writing, messaging and public speaking expertise. Hard-worker who builds teams and executes tactics to support legislative and regulatory efforts.

AREAS OF EXPERTISE

- Strategic communications planning
- Advocacy and legislative message development
- Crisis communications and rapid response
- Media relations and spokesperson training

PROFESSIONAL EXPERIENCE

American Chemistry Council (ACC), Washington, D.C.

Oct.2012 - Present

Director, Issue/Advocacy Communications

- Develops and manages comprehensive communications plans and media relations to support ACC's ongoing chemicals management legislative and regulatory advocacy work
- Seeks opportunities to market the benefits of chemical products to key audiences, including: members, value chain, elected officials, press, regulatory bodies, coalitions and partner organizations

HDMK, Washington, D.C.

March 2010- Oct.2012

Vice President

- Manages public affairs campaigns and strategic communications for clients, including: corporations, trade associations, nonprofits, coalitions, individuals, advocacy campaigns and political campaigns
- Works with clients to develop strategy and messaging on public policy issues to inform and educate: opinion leaders, partners, allies, legislators, the media and the public
- Provides media relations by building on extensive contacts and coordination of responses and statements

The Pew Charitable Trusts, Washington, D.C.

Sept. 2008 - March 2010

Senior Associate for Media Relations, The Pew Center on the States

- Managed strategic communications for advocates, policymakers and legislators for Pew campaigns and projects to achieve campaigns' policy goals, specifically the Pew Center on the States and Pre-K Now
- Wrote and placed news releases, FAQs, talking points, statements, letters and op-eds
- Developed strategic communications plans and messaging for research, analyses and public opinion polls
- Prepared Pew executives, allies and partners for media interviews and public speaking opportunities

Strong American Schools' ED in '08 Campaign, Washington, D.C.

Aug. 2007 - Sept. 2008

Deputy Press Secretary

- Managed media outreach during the 2008 presidential election for ED in 08, a 501(c)3 Rockefeller project of the Bill and Melinda Gates Foundation and the Eli and Edythe Broad Foundation
- Managed field staff and consultants in the campaign's states and at the national level
- Worked directly with elected officials, business leaders and community activists who served on the campaign's leadership/steering committee to disseminate the campaign's messages
- Served as the on-ground field coordinator and media contact at presidential debates and campaign events

DynCorp International, Falls Church, Va.

Sept. 2005-Aug.2007

Manager, Media and Government Relations

- Managed national and international media access to the company and its national/international work sites; managed external communications a variety of stakeholders
- Helped build and maintain the company's relationship with key media, government and elected officials
- Directed all internal communication to inform employees of corporate developments

CTIA - The Wireless Association, Washington, D.C.

Sept. 2004-Sept. 2005

Coordinator, Policy and Research

- Assisted in the research and writing of industry papers for issues, such as: taxes, hearing aid compatibility, disability access, child safety, wireless end-of-life management and health effects
- Assisted the vice president of policy in various administrative, scheduling and proofreading tasks

EDUCATION

Johns Hopkins University: MA in government (focus in political communication)

Virginia Tech University: BA in communication studies, minors in political science and business leadership

MARCELLA BURKE

(b) (6)

SUMMARY

Pre-nomination supporter of Donald J. Trump with significant oil and gas, energy, and renewables legal experience who seeks to serve the Trump Administration through a political appointment whereby I can contribute to the Administration's mission to

- reduce regulation on the energy industry;
- promote federalism through facilitating cooperation with state environmental action;
- prove false the paradigm that to be pro-energy is to be anti-environment; and
- unleash this country's valuable energy resources so the United States can be truly energy independent.

WORK EXPERIENCE

Akin Gump Strauss Hauer & Feld LLP, Houston, TX, September 2012–present (including interim year for Texas Supreme Court clerkship)

Corporate Energy Associate Counsel/Advise/Manage a diverse group of clients in the global energy sector involving oil and gas, solar power, natural resources, and fossil fuels, with a practice focus on mergers and acquisitions, divestitures, capital markets, securities regulations, corporate governance, debt and equity offerings, debt and financial restructuring, bankruptcy, and other complex corporate matters. I have served as a lead associate managing significant transactions through the Houston and Washington, DC offices.

Professional Recognition

- Named Woodrow B. Seals Outstanding Young Lawyer of Houston Award, 2017
- Texas Rising Star, Texas Monthly 2017

CLERKSHIP, FELLOWSHIPS, JUDICIAL EXTERNSHIPS

Texas Supreme Court, Hon. Don Willett, August 2014–July 2015, Law Clerk

Drafted opinions and memoranda for both Court-wide discussion and Justice Willett's personal review; briefed the Court and fielded questions at monthly conferences on circulated draft opinions.

John Marshall Fellowship, Claremont Institute Center for Constitutional Jurisprudence, August 2014

James Wilson Fellowship, James Wilson Institute on Natural Rights & the American Founding, July 2014

United States Fifth Circuit Court of Appeals, Hon. Jennifer Walker Elrod, 2011, Extern

United States Court for the Southern District of Texas, Hon. Nancy Atlas, 2010, Extern

Texas First Court of Appeals, Chief Justice Sherry Radack, 2010, Extern

MARCELLA BURKE

(b) (6)

Corporate representations include:

Upstream/ Midstream Mergers & Acquisitions

- Advise publicly held E&P in the potential acquisition of properties in the Bakken Shale, North Dakota
- Represent E&P in the acquisition of producing and undeveloped oil and gas assets in Canadian, Blaine, Kingfisher, and Major Counties, Oklahoma
- Advise publicly held midstream company on acquiring water supply, sewerage, and refuse systems midstream assets in the Appalachian Basin
- Represent natural gas liquids E&P in the acquisition of undeveloped acreage and producing properties in the Sooner Trend Anadarko Basin, Canadian, Kingfisher Counties, Oklahoma
- Representation of South Korean energy company in the negotiation of a liquefaction tolling agreement with a subsidiary of a private LNG company
- Assist private equity buyer with an equity investment in propane storage and delivery business in Kenya
- Represent publicly held E&P in connection with its joint venture with publicly held MLP
- Represent publicly held upstream oil & gas company in the acquisition of oil and gas assets through the purchase of two subsidiaries
- Represent independent oil and natural gas company in connection with the proposed acquisition of oil and gas assets from a privately held oil and gas company
- Assist publicly held E&P in raising capital to finance a transaction with Anadarko Petroleum
- Represent petroleum, natural gas, and natural gas liquids E&P in the negotiation and documentation of the divestiture of oil and gas assets
- Represent publicly held tubing company in connection with possible joint venture with major steel production company
- Represent publicly held company in connection with the potential private equity acquisition of company outstanding membership interests
- Represented the underlying company in \$100 million acquisition by an affiliate

Renewable/ Solar

- Provide assistance to Fortune 200 global power company for a loan for the construction of solar projects
- Assist utility scale solar and commercial solar energy systems provider with the negotiation and purchases of a portfolio of solar projects
- Represent publicly held company in the purchase of land holding company affiliates, which own multiple solar project sites
- Negotiate the sale of renewable projects to a major electric and natural gas utility
- Represent manufacture of crystalline silicon photovoltaic cells, roof tiles and solar panels in tax equity transaction
- Advise residential solar service provider on tax-equity raise negotiations and advice
- Advise developer in the formation of a partnership with a tax-equity investor to own a solar project
- Negotiate the sale of a private solar panel manufacturer

Financial Restructuring/ Finance

- Represent the Official Committee of Unsecured Creditors of a major petroleum and natural gas E&P in connection with Chapter 11 proceedings and its affiliated debtors
- Assist with the proposed acquisition of a privately owned petrochemical plant which produces waxes, drilling fluids, diesel, and naphtha through a Chapter 11 sale process
- Assist global provider of offshore contract drilling and liftboat services to the oil and gas industry with the sale of its assets (primarily offshore oil rigs), including evaluating potential bids
- Advised private equity client in the potential purchase of secured debt of an oil and gas company
- Represented publicly held company in negotiations of a \$1.3 billion syndicated credit facility
- Represented private aircraft company in an \$8 million aircraft acquisition financing

Securities/ Governance

- Provided securities law advice regarding 1934 Act obligations to one of the largest independent oil and gas companies in the United States
- Advise Fortune 500 independent oil and natural gas E&P company regarding compliance with securities laws, including its 1934 Act reporting and compliance obligations and its NYSE reporting and compliance obligations
- Advise publicly held propane supplier on SEC reporting and MLP governance matters
- Represent conflicts committee of publicly held company in potential acquisition by its midstream company of assets from the Sponsor
- Advise client in connection with resolution of conflicts of interest matters in connection with multiple drop down transactions
- Representation of privately owned hedge fund sponsor in a restructuring of offshore deepwater drilling company

Energy Litigation Associate (2012-2013)

- Drafted and compiled pre-trial discovery, trial motions, and pleadings for complex corporate matters
- Sat second chair in Fifth Circuit argument in which I assisted drafting the appellate brief

Semper Fi Injured Marines Fund

Much of my probono work focuses on helping military families with children with special needs get adequate health care.

- Represented a Navy Seal in an appeal from the government's claim that his heart did not qualify as an organ under the military health care statute
- Represented the special-needs daughter of a Navy captain in an appeal from the government's claim that her life-saving healthcare was not covered under Tricare
- Named firm-wide "Pro-Bono Associate of the Year" for serving as lead counsel defending disabled children of military veterans
- TIME Magazine called me a "dynamo of a lawyer" in the article, "The Pentagon's Letting Down Our Kids"
- The Atlantic called me "a smart attorney with the powerful Akin Gump law firm" in the article, "Why Congress Should Pass 'Kaitlyn's Law' Today"

EDUCATION

University of Houston Law Center, Juris Doctor, May 2012

- Harvard Journal of Law and Public Policy, editor
- Houston Law Review, editor
- Research Assistant, Administrative Law, Professor Sapna Kumar
- University of Houston Legal Writing Center, legal writing tutor
- Order of the Barons, scholastic honor society
- Received 11 scholarships: Dean's Scholarship; Academic Merit Scholarship; Houston Bar Association Auxiliary Scholarship; Aggies in the Legal Profession Scholarship; Joan Garfinkel Glantz Scholarship for best paper in civil liberties; Ron Bass Scholarship; Garland R. Walker Scholarship; Association of Corporate Counsel Scholarship; University of Houston System Award for Distinguished Service to Women; Chickasaw Nation Academic Excellence Scholarship; Chickasaw Nation Judicial Fellowship

Texas A&M University, Bachelor of Arts, May 2004

- NET Ministries: served on year-long mission trip in Australia
- Buck Weirus Spirit Award
- Distinguished Student College of Liberal Arts
- Public Policy Scholarship recipient

COMMUNITY SERVICE

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Please see the attached deal sheet for a list of oil and gas, energy, renewables, and corporate projects I have worked on.

Erin E. Chancellor

(b) (6)

EDUCATION

SMU DEDMAN SCHOOL OF LAW

DALLAS, TX

Juris Doctor, May 2013

- Dean's Scholarship, *Recipient*
- Science & Technology Law Review, *Symposium Coordinator 2012-2013; Staff Editor 2011-2012*
- Student Bar Association, *Finance Committee 2012-2013; Graduation Committee Chairman 2012-2013*
- American Bar Association, *SMU Law Student Representative 2012-2013*
- Dallas Association of Young Lawyers, *Board Member/SMU Law Student Representative 2011-2012*
- Sports & Entertainment Law Association, *Treasurer 2011-2012*
- Longhorn Bar Association, *Secretary 2011-2012*
- SMU-in-Oxford Summer Abroad Program, University College, Oxford, UK *Summer 2011*

THE UNIVERSITY OF TEXAS

AUSTIN, TX

Bachelor of Science in Public Relations, May 2007

- Delta Mu Sigma Honor Society, *2004-2007*
- UT Panhellenic Council, *Head Recruitment Counselor 2006; Recruitment Counselor 2005*
- Kappa Alpha Theta Sorority, *Midland/Odessa Recruitment Captain 2004-2005; Music Chair 2005*

OTHER PROFESSIONAL EXPERIENCE

PRIMALSCREAM MUSIC

AUSTIN, TX & LOS ANGELES, CA

Assistant Producer, September 2007-September 2008 & March 2014-June 2014

Coordinated and organized meetings with clients and artists, screened composers, and completed administrative duties for the business. Reviewed composer contracts. Due to the small size of the company, the position had a great deal of responsibility and variety (i.e., responsible for everything aside from music mixing and hiring talent).

ENDGAME ENTERTAINMENT

BEVERLY HILLS, CA

Executive Business & Legal Assistant, October 2008-July 2010

Tracked foreign sales for all films, reviewed and edited contracts for writers and talent, and updated sales and collections spread sheets. Arranged the schedules of three executives (President/COO, SVP of Business/Legal Affairs, and EVP of Business Development/Operations) and organized all domestic and international travel. Assisted in the creation of a new marketing venture for future films. Corresponded and arranged events with investors and completed general assistant duties. Researched above/below the line quotes and filed works with the U.S. Copyright Office. Worked with banks and law firms to secure loans and funding for films.

PROFESSIONAL AFFILIATIONS

State Bar of Texas Environmental & Natural Resources Law Section Executive Committee Member, Austin Bar Association Environmental Law Section Secretary, Austin Young Lawyers Association Member, Travis County Women Lawyers Association Member, American Bar Association Member.

COMMUNITY ACTIVITIES

The Seton Forum Member, Generation Waller Events Committee Member, Kappa Alpha Theta Austin Alumni Chapter Member, Lifetime Texas Exes Member.

■ ■ Kevin Chmielewski

(b) (6)

Experience

PRESIDENTIAL INAUGURAL COMMITTEE -- DECEMBER 2016 - JANUARY 2017

Events Coordinator

DONALD J TRUMP FOR PRESIDENT -- JUNE 2015 - DECEMBER 2016

Senior Advance Lead

K.P. KAUFFMAN, DENVER, CO -- JUNE 2013 - OCTOBER 2015

Director of Safety and Security

GOVERNOR MITT ROMNEY FOR PRESIDENT -- DECEMBER 2011 - NOVEMBER 2012

CONGRESSMAN PAUL RYAN

Lead Advance

GOVERNOR RICK PERRY -- AUGUST 2011 - JANUARY 2012

Lead Advance

GOVERNOR RICK SCOTT -- APRIL 2010 - AUGUST 2011

Lead Advance, Policy and Data Analyst, Deputy Director of Credentialing

LIEUTENANT GOVERNOR JENNIFER CARROLL -- APRIL 2010 - AUGUST 2011

Tour Director, Lead Advance

SENATOR JOHN MCCAIN FOR PRESIDENT -- 2007 - 2008

GOVERNOR SARAH PALIN

Advance and Production

SENATOR FRED THOMPSON CAMPAIGN -- 2006 - 2007

MAYOR RUDY GIULIANI

Advance and Production

ADVANCE AND PRODUCTION -- 2002 - 2010

President George W. Bush events; Vice President Dick Cheney events; Prince of Wales - Prince William; Library of Congress events; Governor Charlie Christ; Digital Media Designs; Susan G. Komen Race for the Cure; Bloomberg Television; Numerous Concert Tours and Television Programs

Education

UNITED STATES COAST GUARD -- 1998 - 2002

Honorably Discharged

Certifications and Licenses

U.S MERCHANT MARINE OFFICER - CAPTAIN -- 2002 - 2016

UNITED STATES COAST GUARD BASIC MILITARY TRAINING, CAPE MAY, NJ -- 1998

References

Available Upon Request

STEVEN D. COOK

DAA
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Objective – By actively participating in the legal counseling process and contributing an “as applied” perspective to problem solving, improve both the physical and moral environment of the world in which we live.

I. Professional Skill Set

Defender of the Realm

- Established network of in-house and outside counsel in the EU and Australia to oversee environmental and product safety related legal issues.
- After receiving outside counsel advice as to the “worthless” nature of indemnity, successfully pursued claim against two large European chemical companies resulting in a €40+MM recovery for the company for historical contamination.
- Established and implemented unique advocacy and litigation strategy (including establishing a non-profit corporation, BCCA Appeal Group, as the litigation vehicle) to overturn agency decisions – resulted in saving the client in excess of \$250MM while also improving air quality in Houston by having the state implementation plan shift focus to “spike” emissions.
- Executed a partially successful multi-jurisdictional litigation strategy to preserve market for product.
- Prepared and coordinated defense against enforcement actions from governmental agencies at the local and federal level in US and EU.

Truth Seeker/Truth Teller

- Involved in numerous investigations and delivered the sometimes unpleasant results to senior management. Revamped company compliance and ethics program, justified and oversaw creation of permanent staffing.
- Known as the “Angel of Darkness” due to the frequent “bad news” that is brought forward – yet they keep asking me back.

Puzzle-solver

- Preliminary engineering solution to address air quality concern required extensive capital and threatened economic viability of plant. On own initiative, brought together team of engineers, site environmental staff and business managers to work through the issues and developed a revised plan that resulted in limited capital costs, lower emissions and preserved both the operating permit and financial viability of plant.
- Developed technique of re-asking questions to ensure accurate picture is developed – due to complex nature of chemical plants and regulatory requirements often takes 4-5 times of going through the story before an accurate description of the problem is in place and an optimal solution can be found. Have had to adapt practice to different cultures around the world.

Seeker of Knowledge

- Constantly involved in the learning process as either student or teacher – obtained MBA degree while working as in-house counsel and have taught several classes as adjunct professor at University of Houston.
- Known for tying together seemingly unconnected ideas and facts to explain a problem or devise a solution.
- Participated in EU roundtable of environmental law experts from 7 countries.

Steve Quake

II. Professional Experience -- More Traditional description

LYONDELL CHEMICAL/EQUISTAR CHEMICALS/LYONDELLBASELL INDUSTRIES, LEAD COUNSEL GLOBAL HSE, Houston, Texas: April 1995 to Present

Currently responsible for all aspects of environmental, health and safety regulatory counseling, enforcement defense, indemnity recovery and waste site litigation for over 50 chemical, refining and polymer production facilities in the Americas, Europe and Asia including coordination of in-house team and network of outside counsel in several countries. Active participant in advocacy on environmental policy development at the state and federal level. Successfully concluded settlement with federal and state governments resolving over \$5 billion in environmental claims as part of bankruptcy emergence. Former chair of company-wide ethics and compliance committee. Additional responsibilities have included oversight of political action committee activities, lead in-house attorney on plant divestitures, and managing litigation docket of 40+ cases involving toxic torts, administrative law, product liability and enforcement.

BRACEWELL & PATTERSON, L.L.P., ASSOCIATE, Houston, Texas: July 1994 to April 1995

Environmental regulatory counseling and litigation with particular emphasis in Clean Air Act, hazardous and solid waste regulatory matters and Superfund liability, and cost recovery issues. Specialized expertise in environmental policy development with an emphasis in enforcement defense and air permitting and regulatory matters. Coordination of due diligence efforts for acquisitions.

BAKER & BUTTS, L.L.P., ASSOCIATE, Houston, Texas: November 1989 to July 1994

Member of Environmental Practice Group - Focus on regulatory compliance and administrative enforcement actions on the state and federal level. Strong emphasis on air quality matters with experience in other substantive areas including USTs, solid hazardous waste, EPCRA and criminal defense.

UNIVERSITY OF HOUSTON LAW CENTER, Adjunct Professor, Houston, TX: 1992-1996, 1999-2000, 2003, 2011, 2017

Courses taught: Clean Air Act - Federal and State, Advanced Clean Air Act Seminar and Environmental Law and Bankruptcy. Frequent guest lecturer.

DORSEY & WHITNEY, Associate, Minneapolis, Minnesota: May 1988 to October 1989

Member of Environmental & Regulatory Affairs Dept. - General environmental practice including state and federal regulatory compliance, CERCLA, USTs, FIFRA and insurance coverage litigation.

AMOCO OIL CO., Summer Research Engineer, Naperville, Illinois: June-August 1984, April-August 1985

Assisted in development of synthetic fuels plant and process for removing sulfur compounds from air emissions.

Education

J. Reuben Clark Law School, Brigham Young University, J.D.: April 1988

Class Rank - Top 3%, Magna Cum Laude
Executive Editor BYU Law Review, 1987-88
Research Assistant - mining & geothermal law, interviewing & counseling

Brigham Young University, Chemical Engineering, B.S.: April 1985

Subjects studied included nuclear engineering, air pollution, synthetic fuels and creativity.

University of Texas at Austin -- Masters of Business Administration, May 1998

2 pages

Emmeline Jones *10/12/24*

Professional Associations

State Bar of Texas

Served on the following committees:

- Chair, Legal Committee, AIPM (2015-17)
- Secretary/Treasurer, Corporate Environmental Enforcement Council (CLEEC) 2017
- Founding Director, President, Secretary, BCCA Appeal Group (2000 to present)
- Chair, Oxygenated Fuels Association Litigation Committee (2002-03)
- Manager, MTBE Joint Defense Expert Fund (2001-03)
- Director Houston Bar Association Environmental Law Section (1995-97)
- Vice-chair Texas Title V Steering Committee (1995-98)
- Texas Natural Resource Conservation Commission NOx RACT Advisory Committee (1993-94)
- Texas Air Control Board Marketable Permits Advisory Committee (1993-94)
- Texas Air Control Board Enforcement and Penalty Policy Task Force (1992)
- Alternate member of the Houston-Galveston Area Council Regional Air Quality Planning Committee (1991-94)

Contact Information

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K. Preston Cory

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WORK EXPERIENCE

Office of United States Representative Scott DesJarlais, M.D. (R-TN) **Washington, D.C./ November 2016-Present**
Legislative Assistant

- Brief Member and serve as primary staffer overseeing the House Agriculture Committee and subcommittees, General Farm Commodities and Risk Management, Livestock and Foreign Agriculture, and Nutrition
- Perform legislative research and advise Member within portfolio including, but not limited to, agriculture, energy, environment, federal lands, rural broadband and other telecommunications issues, and transportation
- Maintain strong relationships with major D.C. trade associations and major business employers including the Tennessee Valley Authority, National Cattlemen's Beef Association, National Park Service, American Farm Bureau Federation, National Rural Electric Cooperatives Association, National Rural Broadband Association, among others
- Oversee bills through the legislative process and execute cosponsorship priorities

Office of United States Representative Scott DesJarlais, M.D. (R-TN) **Washington, D.C./ April 2016-November 2016**
Legislative Correspondent

- Created district mail outreach plan and maintained an efficient response time on all correspondence leaving office
- Led numerous unsolicited mail campaigns to target interests of various constituencies of TN-04

Office of United States Representative Barbara Comstock (R-VA) **Washington, D.C./ October 2015- March 2016**
Staff Assistant

- Composed letters and Congressional Record statements on Member's behalf
- Coordinated and processed tour requests for the White House, U.S. Capitol, and other federal agencies

Camp Merrie-Woode: The Merrie Woode Foundation **Sapphire, NC/ Summer 2013**
Mountaineering Counselor

- Taught orienteering, climbing, caving, and other wilderness skills and led trips for girls ages 7-14

INTERNSHIPS

Office of United States Senate Majority Leader Mitch McConnell (R-KY) **Washington, D.C./ June- August 2014**

Office of United States Senator Saxby Chambliss (R-GA) **Washington, D.C./ May- June 2014**

Office of United States Representative Brett Guthrie (R-KY) **Washington, D.C./ Spring 2011**

VOLUNTEER EXPERIENCE

Scott DesJarlais for Congress **Washington, D.C./ June 2016-November 2016**

Ward 6 Higher Achievement Mentor **Washington, D.C./ August 2016-Present**

Washington and Lee Alumni Admissions Program **Washington, D.C./ September 2016-Present**

EDUCATION

Washington and Lee University **Lexington, VA/ Graduate 2015**
B.A. in International Politics

Extracurricular:

- Columnist and Alumni Correspondent for *The Spectator*, a conservative, quarterly publication
- 2012 Republican Presidential Mock Convention Kentucky Delegation member and event planner
- Dean's List-awarded for a semester GPA of 3.4 or higher
- Member of the University Chamber Singers, a select chamber choir that tours both domestically and abroad
- 91.5 FM Radio Show Host- won prize for best group musical performance in an open mic event

Universidad de Sevilla **Seville, SPAIN/ Winter 2014**
Winter Semester Study Abroad

Episcopal High School **Alexandria, VA/ Graduate 2011**

SKILLS & INTERESTS

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HENRY R. DARWIN

(b) (6)

EXPERIENCE

STATE OF ARIZONA, OFFICE OF THE GOVERNOR

Chief of Operations, August 2015 to present

ARIZONA DEPARTMENT OF ENVIRONMENTAL QUALITY

Director, December 2010 to August 2015

Deputy Director, January 2010 to December 2010

Director, Water Quality Division, April 2009 to January 2010

Administrative Counsel, February 2007 to April 2009

ADEQ Enforcement Coordinator / Manager, Air Quality Compliance Section, September 2003 to February 2007

SALT RIVER PROJECT

Environmental Attorney, Legal Services Department, March 2003 to September 2003

ARIZONA DEPARTMENT OF ENVIRONMENTAL QUALITY

Compliance & Enforcement Coordinator, Office of Special Counsel, January 2001 to March 2003

Enforcement & Rule Making Coordinator, Waste Programs Division, October 2000 to January 2001

ARIZONA ATTORNEY GENERAL'S OFFICE

Assistant Attorney General, Environmental Enforcement Section, March 2000 to October 2000

ARIZONA DEPARTMENT OF ENVIRONMENTAL QUALITY

Manager, Water Quality Compliance Section, February 1999 to March 2000

Enforcement Coordinator, Air Quality Compliance Section, September 1998 to February 1999

Enforcement Officer, Water Quality Compliance Section, Enforcement Unit, April 1997 to September 1998

EDUCATION

NORTHWESTERN SCHOOL OF LAW OF LEWIS & CLARK COLLEGE

Juris Doctor, May 1996

Certificate in Environmental and Natural Resources Law

UNIVERSITY OF ARIZONA

Bachelor of Science, cum laude, Hydrology (College of Engineering & Mines), May 1993

Member, Tau Beta Pi (National Engineering Honor Society)

PROFESSIONAL ASSOCIATIONS

National Academy of Public Administration, *Fellow*, 2016

Environmental Council of the States, *Secretary-Treasurer*, 2014-2015

Admitted to the State Bar of Arizona

AWARDS

2015 *Arizona Capital Times*, Public Policy Leader of the Year - Environment

2006 ADEQ Bronze Star Award (for promoting innovation and efficient operations)

2002 ADEQ Supernova Star Award (highest award given to an ADEQ employee)

2001 EPA Office of Enforcement and Compliance Assurance Bronze Medal (highest award given to non-EPA staff)

VERONICA G. DARWIN

(b) (6)

Experience: **August 2016 – Present** Phoenix, AZ

Arizona Office of Economic Opportunity

Labor Systems Administrator

. Manages the Quarterly Census of Employment and Wages (QCEW), Occupational Employment Statistics (OES), Current Employment Statistics (CES), and Local Area Unemployment Statistics (LAUS) programs in Arizona on behalf of the U.S. Bureau of Labor Statistics.

December 2013 – August 2016 Phoenix, AZ

Arizona Department of Administration (ADOA), Arizona

Strategic Enterprise Technology (ASET), Strategic

Oversight Financial Analyst

- . Managed the Automation Projects Fund (APF) for information technology projects including fund releases to reporting agencies.
- . Coordinated with agencies to request legislative favorable review.
- . Assisted ADOA Budget Office with development of APF related budget requests.
- . Addressed all fund related inquiries from legislature, Governor's budget office, ADOA Budget Office, and reporting agencies.
- . Prepared APF quarterly reports for submission to legislature
- . Supported day to day project management activities on behalf of reporting agencies.
- . Managed tasks to transfer AZ Department of Weights and Measures functions, FTEs, and assets to receiving agencies as part of Governor's consolidation efforts.

2008-2013 Phoenix, AZ

Arizona Department of Environmental Quality (ADEQ),

Waste Programs Division (WPD), Deputy Division Director

- . Supported Division Director in all aspects of Division management, including process improvements efforts.
- . Addressed individual employee related issues including discipline, promotion and Division reorganization.
- . Managed day to day budget issues in support of Division functions.
- . Represented Waste Programs Division during legislative sessions.
- . Represented Waste Programs Division during stakeholder meetings to secure program funding.
- . Represented ADEQ on the Good Neighbor Environmental Board and the Border 2012 Waste and Enforcement Task Force.
- . The Waste Programs Division has approximately 125 employees and a \$26 million annual budget to implement a variety of environmental regulatory, sustainability and remediation programs including: Water

Quality Assurance Revolving Fund, Resource Conservation and Recovery Act, solid waste, brownfields, pollution prevention, green building, green business, Voluntary Remediation Program, Illegal Dumping Abatement Program, recycling and Superfund.

2006-2008 ADEQ Phoenix, AZ

WPD Inspection and Compliance Section Manager

- . Managed Inspections and Compliance Section. Duties included Review of informal and formal enforcement documentation, tracking of performance measures, settlement negotiation, solid waste rule development and coordination with federal, state and local authorities.
- . Coordinated with ADEQ enforcement coordinator, division directors legislative liaisons, ombudsman and public information officer.

2005-2006 ADEQ Phoenix, AZ

WPD Outreach Unit Manager

- . Managed outreach staff. Duties included review of outreach materials and coordination with ADEQ Remedial Projects Section and EPA community involvement staff.
- . Organized and led community outreach activities, including public Meetings and site visits; Translated technical documents into Spanish.

1998-2005 EPA, Region IX San Francisco, CA/Phoenix AZ

RCRA Compliance Officer

- . Developed and implemented a hazardous waste border inspection program. Performed hazardous waste inspection and enforcement activities at fixed facilities.

1995-1998 GPI Yuma Proving Ground, AZ

Physical Scientist/Regulatory Specialist

- . Authored and co-authored documentation involving one or more of the Following: National Environmental Policy Act, Resource Conservation and Recovery Act, Comprehensive Environmental Response, Compensation and Liability Act, Army regulation 200-1 (Environmental Protection and Enhancement), Clean Air Act, Clean Water Act.
- . Specific projects included: facility annual hazardous waste reports, installation spill prevention, control and countermeasures plans, pollution prevention plans, phase II site characterization for two underground storage tank sites and Kofa Range sewage lagoon, environmental assessments for Kofa South Direct Fire Range, Combat Systems Test Range Complex, and Gauna Peak/Laser Site 12A.

Education: **1993-1995** Northern Arizona University, Flagstaff, AZ

- . B.S. Environmental Science-Biology emphasis
- . Graduated magna cum laude

Patrick Davis Consulting, LLC
Public Affairs * Political Consulting * Strategy * Public Relations

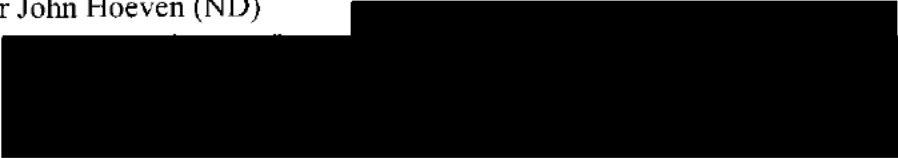
Patrick Davis served as a senior campaign advisor to the Donald Trump for President and the Colorado State Director for the Trump campaign in 2016.

The US Senate Republican majority increased from 51 to 55 while Patrick Davis was the Political Director of the National Republican Senatorial Committee during the 2004 Election cycle. In that position, Davis managed the political and strategic operations of the committee including candidate recruitment, message development, and campaign management. He directed the committee's \$35 million voter contact budget.

In 1999, Davis represented the NRSC as a Regional Political Director in ten Republican US Senate campaigns. He has been directly involved in the competitive winning US Senate campaigns of John Thune, Norm Coleman, Jim DeMint, Mike Lee, Wayne Allard, Gordon Smith, Steve Daines, Conrad Burns, Tom Coburn, Mel Martinez, Richard Burr, David Vitter, Jim Bunning, Johnny Isakson and John Hoeven.

In January, 2005, Davis founded Patrick Davis Consulting, LLC. The firm is dedicated to serving clients and candidates regionally and nationally in the areas of public affairs, political consulting, strategy and public relations. The firm is headquartered in Colorado Springs, Colorado.

Davis' recent accomplishments and partners include:

- Donald Trump for President
 - Neumann Education Foundation
 - Telephone Town Hall Meeting
 - Steve House for Governor of Colorado
 - Stan VanderWerf for El Paso County Commissioner
 - Larry Liston for State Representative
 - Colorado Liberty Alliance
 - GOPAC
 - Save our Secret Ballot
 - Set it Straight (527)
 - Americans for Prosperity
 - Chris Vance for US Senate '16
 - TrustHuckabee
 - Kyle Hybl for CU Regent '06 (CO-5)
 - Colorado Springs Strong Mayor campaign '10
 - Congresswoman Kristi Noem (SD)
 - Congressman Tim Huelskamp (KS)
 - Congressman Kevin Cramer (ND)
 - Senator John Hoeven (ND)
- 

- Senator Mike Lee (UT)
- Don Bates for Congress '12 (IN-6)
- Ron Saxton for Governor '06 (OR),
- Brian Bahr for Mayor '11 (Colorado Springs),
- Debbie Rose for Pueblo County Commission '12,
- Joe Gschwendtner for Governor '10 (CO),
- Don Stenberg for U.S. Senate '06 (NE),
- Mike Protack for U.S. Senate '06 (DE),
- Glen Urquhart for Congress '10 (DE),
- Congressman Scott Tipton '06 (CO-3),
- Jeff Crank for Congress '06 & '08(CO-5),
- Duane Sand for Congress '08 (ND),
- Bruce Whalen for Congress '06 (SD),
- Rick O'Donnell for Congress '06 (CO-7),
- Sid Leiken for Congress '10 (OR-4),
- Teresa Collett for Congress '10 (MN-4),
- State Senator Dan Lederman (SD),
- Elli Schwiesow for State Senate '06 (SD),
- The Colorado Leadership Fund,
- The Colorado Marriage Amendment,
- Missourians Against Human Cloning,
- Vote Yes for Life in South Dakota,
- Wal-Mart Store, Inc.,
- NDRx.org,
- The Boyer Company,
- W Communications,
- Jiffy Lube,
- Save our Secret Ballot,
- Target Point Consulting (Microtargeting),
- Mywireless.org,
- The grassroots campaign to support President Bush's efforts to reform Social Security.
- The grassroots campaign to defeat cap and trade.
- SpendingRevolt.com

Prior to joining the NRSC, Davis served as the Executive Director of the South Dakota Republican Party from 1995 to 1999. During this time, South Dakota Republicans increased their majorities in both houses of the State Legislature, elected John Thune to the US House, and re-elected Governor Bill Janklow.

During the 1992 Bush-Quayle Presidential campaign, Davis served as the field desk coordinator for eleven Northwestern states, and in 1990, Davis served as the Assistant to the Deputy Director of White House Political Affairs in the Bush "41" administration.

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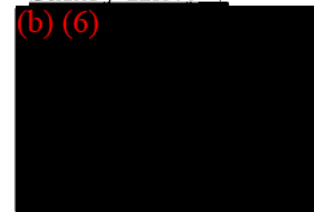
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Salary History

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Sean Thomas Dixon

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Experience

Riverkeeper, Senior Attorney

February 2014 – Present

- Primarily responsible for Riverkeeper's New York City and New York-New Jersey Harbor & Estuary work.
- Substantive work focuses on clean water enforcement, stormwater control, climate change adaptation planning, pollution abatement, ecosystem restoration, and watershed management.
- Significant experience in community engagement, environmental education, and citizen science, as well as local, state, and federal administrative practice, legislative coordination, environmental litigation.
- Directly manage full-time staff working on New York City initiatives, and supervise contractors and campaign staff working on a number of programs ranging from sustainable development to stormwater innovation.
- Broad expertise in coastal, marine, and water resources; portfolio also includes work on contaminated site remediation, habitat conservation, energy policy, endangered species, and water quality.

Village Fishmonger LLC, Co-Founder

October 2011 – August 2016

- Founder of Village Fishmonger NYC, a community supported fishery and local seafood initiative.
- Responsible for advocacy in the sustainable seafood sector, including coordination with local fisheries and fishermen, wholesalers, restaurants, retail markets, ocean advocates, legislators, and fishery agencies.
- Co-Creator and program lead for "Sustainable Seafood Week," a nationwide weeklong educational seafood celebration in NYC (2013 – 2015), and in Seattle, San Francisco, and Washington, D.C. (2015).

Clean Ocean Action, Coastal Policy Attorney

June 2010 – January 2014

- Responsible for substantive and strategic management of cases and campaigns on clean water, coastal zone, and offshore energy issues; reporting to, and working closely with, the organization's Executive Director.
- Led coastal conservation initiatives, Superstorm Sandy response and resiliency programs, and offshore energy and pollution prevention work; created and executed special campaigns and programs.
- Worked alongside and coordinated with New York and New Jersey Congressional delegations, state and local agencies and legislatures, as well as business, industry, and regional citizen advocates.

Pace Law School, Adjunct Professor of Law ("Oceans & Coastal Law")

January 2015 – Present

Clarkson University, Adjunct Professor ("Environmental Law & Policy")

June 2016 – June 2017

Yale University, Lecturer ("Ocean Policy", "Marine Resources")

January 2009 – June 2010

Education & Leadership

Pace Law School, Master of Laws (LL.M.) in Climate Change Law

May 2010

- *LL.M. Research*, Climate Change Effects on Coastal Zones and Fishery Management

Yale University, Master of Environmental Management (M.E.M.)

May 2009

- *Master's Research*, Aquatic and Coastal Resource Management in an Era of Climate Change
- *Delegate*, 2008 IUCN World Conservation Congress, Barcelona, Spain

Pace Law School, Juris Doctor (J.D.) cum laude, Certificate in Environmental Law

May 2009

- Admitted to the New York State Bar (2010)
- *Observer*, 2007 International Whaling Commission Meeting, Anchorage, Alaska

Boston University, Bachelor of Arts (B.A.) cum laude

May 2004

- *Double Major*, Earth Sciences & Marine Biology; Varsity Men's Rowing (2000 – 2004)
- *Field Research*, Ecuadorian Amazon, Galapagos, Marine Biological Laboratory (Woods Hole, MA)

Membership Officer, ABA Section of Environment, Energy, and Resources (2017 – Present)

Co-Chair, NY-NJ Harbor Estuary Program, Citizens Advisory Committee (2016 – Present)

Senior Fellow, Environmental Leadership Program (2011 – Present)

Program Chair, ABA SEER 43rd Annual Conference on Environmental Law, Salt Lake City, Utah (March, 2014)

ALEXANDER DOMINGUEZ

(b) (6)

EXPERIENCE

Congressman James Renacci, (OH-16)

January 2017 - Present

Legislative Assistant

- Develop legislation, draft position papers, write vote recommendations, and summarize proposed regulations for the Congressman
- Track legislation on state and federal levels and prepare weekly memos
- Provide analysis on trade, energy and environment, transportation, agriculture, and national security issues
- Coordinate daily meetings with organizations and discuss remedial action
- Draft talking points, letters of support, and press releases

Congressman James Renacci, (OH-16)

January 2016 – December 2016

Legislative Aide/Legislative Correspondent

- Wrote all constituent correspondence on legislative issues
- Supported Communications Director – compiled daily press clips, edited press releases, analyzed district demographics using Constituent Mapping
- Supported legislative staff – conducted research, tracked legislation, wrote memos to brief staff on Whip and RSC meetings

Congressman James Renacci, (OH-16)

March 2015 – December 2015

Staff Assistant/Intern Coordinator

- Drafted mass mailings and constituent letters on energy, environment, foreign affairs, homeland security, labor, and natural resources
- Sorted and sent out mail in Intranet Quorum
- Managed the flag and tour programs
- Managed the front office, greeted visitors, and ensured punctuality of Member's and staffs' meetings

Congressman James Renacci, (OH-16)

July 2014 – March 2015

Legislative Intern

- Sent weekly "Dear Colleague" letters, managed bill co-sponsorship in Excel
- Greeted visitors, answered constituent phone calls, led tours of the Capitol
- Managed the flag program

European Union Parliament, Office of MEP Monica Macovei

January 2013 - April 2013

Stagiaire

- Wrote explanatory statements on voting decisions used for floor time speeches
- Served as ghostwriter for an article published in *The Parliament Magazine*.
- Researched topics regarding EU organized crime and corruption for legislative staff.
- Wrote briefing and meeting memos for Ms. Macovei.

EDUCATION

DePaul University

June 2014

Bachelor of Arts in International Studies and Political Science

- Cum Laude
- Dean's Scholarship 2010 - 2014,
- Dean's List 2010 – 2014,
- Member of Pi Sigma Alpha

ALEXANDRA DAPOLITO DUNN

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PROFESSIONAL EXPERIENCE

ENVIRONMENTAL COUNCIL OF THE STATES EXECUTIVE DIRECTOR & GENERAL COUNSEL

Washington, DC
2014 - Present

- Visionary and dynamic chief executive of national 501(c)(6) organization and 501(c)(3) division, *Environmental Research Institute of the States*; recruited by state executive branch officials to represent their collective interests as the gubernatorial appointed U.S. state and territorial environmental commissioners.
- Nationally recognized compelling speaker and author on diverse topics in U.S. environmental law and policy, with particularly honed expertise in water quality and drinking water law, policy and regulation; water infrastructure; states' rights, regulatory development, and increasing government efficiency; energy, waste management, air pollution control, chemicals management, and stakeholder engagement and conflict resolution; and economic development, results measurement, and state environmental budgets and legislation.
- Keen ability to develop and deliver, orally and in written format, clear and meaningful policy positions, to refine and advance advocacy initiatives, and to participate in a variety of federal administrative and other forums, while gaining and maintaining the support of a politically and geographically diverse membership.
- Transformative leader able to adapt and guide organizations to meet future challenges via critical assessment of strategic, organizational, staffing, and fiscal approaches, followed by design and implementation of modernizing changes, while remaining in coordination with governing boards and motivating internal teams.
- Proven in developing partnerships, alliances, and leveraged relationships to maximize effectiveness, recognition, fiscal sustainability, and substantive impact on priority issues; known for establishing productive collaborations with Congress, agencies, business, and non-governmental organizations.
- Efficiently oversee all operations, including investments and budgets, personnel, policies, sponsorships, grants, website and social media presence, fundraising, dues and revenue strategies, board and leadership relations, strategic planning and alliances, conferences, and media engagement.
- *Lecturer in Law*, Catholic University of America, Columbus School of Law; *Associate Adjunct Professor of Law*, American University Washington College of Law; admitted before U.S. Supreme Court and federal courts; licensed in MD, DC, and NY.

ASSOCIATION OF CLEAN WATER ADMINISTRATORS EXECUTIVE DIRECTOR & GENERAL COUNSEL

Washington, DC
2010 – 2014

- As national expert in water law and policy, recruited to rebuild 501(c)(3) non-profit organization of the 50 state and six interstate water directors; carried state and interstate voice forward on critical surface water policy, regulatory, and legal issues. Engaged in legislative, regulatory, and substantive advocacy on a full portfolio of issues impacting state water quality programs; cultivated extensive partnerships.
- Developed strategic plan, built an expert staff and involved state leaders; launched website and social media; implemented investment strategy; obtained multi-year funding and enhanced revenue sources.

PACE UNIVERSITY, ELISABETH HAUB SCHOOL OF LAW DEAN, ENVIRONMENTAL LAW & ADJUNCT PROFESSOR OF LAW

White Plains, NY
2007-2010

- Directed *U.S. News* #3 in the U.S. environmental law program and its *Center for Environmental Legal Studies*, designed Masters of Law programs and Juris Doctorate courses in all areas of environmental and energy law.
- Expert on regional and state water quality and quantity issues; spoke and published on clean water policy; oversaw Brazil and China programs; handled student advising, alumni, budgets, grants, and alliances.
- Governance member of *Pace Academy for Applied Environmental Studies*; *Kheel Center on Resolution of Environmental Interest Disputes*; and *Environmental Consortium of Hudson Valley Colleges & Universities*.

NATIONAL ASSOCIATION OF CLEAN WATER AGENCIES

Washington, DC, 2001 – 2007

- First in-house General Counsel for non-profit association of municipal clean water agencies serving the majority of the sewered U.S. population, professional affiliates, and supporting organizations.
- Interacted extensively with federal agencies, Congress, media, nongovernmental organizations, and municipal counsel and engineers, worked with Board of Directors and Legal Committee, prepared testimony for commissions and scientific bodies; oversaw a high volume litigation portfolio.
- Identified new revenue sources, developed national workshops and conferences on current and emerging issues; conceived, directed, and published resource guides of significant member value.

AMERICAN CHEMISTRY COUNCIL

Arlington, VA, 1996 – 2001

- Counsel responsible for litigation, legislative work, and regulatory counseling on environmental topics for companies comprising 90% of U.S. chemical production, case load in U.S. Supreme Court and federal courts.

WINSTON & STRAWN

Washington, DC, 1994 – 1996

- Counsel to business clients on environmental litigation, legislation, and regulation. Summer Associate, 1993.

REPRESENTATIVE PROFESSIONAL ACCOMPLISHMENTS

PUBLICATIONS: *The Lawyers' Role in Representing Communities*, chapter in *ISSUES OF LEGAL ETHICS IN THE PRACTICE OF ENVIRONMENTAL LAW*, 2D ED. (ABA, 2017) (w/H. Heineken); *Engines of Environmental Innovation: Reflections on the Role of States in the U.S. Regulatory System*, 32 PACE ENVTL. L. REV. 435 (2015) (w/C. Culleen); *Advancing the Environmental Rule of Law: A Call for Measurement*, 21 SW. J. INT'L L. 283 (2015) (w/S. Stillman); *Postcards from the Edge: Perspective to Reinvigorate Clean Water Act Cooperative Federalism*, 4 GEO. WASH. J. ENERGY & ENVTL. L. 68 (2013) (w/M. Boian); *Environmental Justice in Permitting: State Innovations to Advance Accountability*, 81 MISS. L. J. 747 (2012) (w/A. Weiss); *Siting Green Infrastructure: Legal and Policy Solutions to Alleviate Urban Poverty and Promote Healthy Communities*, 37 B.C. ENVTL. AFF. L. REV. 41 (2010); *Investment in Water and Wastewater Infrastructure: An Environmental Justice Challenge, a Governance Solution*, 24 NAT. RESOURCES & ENV'T 3 (2010) (w/E. Derrington).

SPEAKING: *Testimony*, Senate Committee on Environment and Public Works, June 2015 (Coal Ash Management); *Testimony*, Federal Energy Regulatory Commission, February 2015 (Clean Power Plan); *Reacting to Coastal Disasters*, 21st Fall Conference, ABA (2013); Discussion Leader, *Environmental Conflict Resolution*, World Justice Forum IV, The Hague (2013); Paper, *Ownership of Water and Wastewater Infrastructure: How Environmental Governance and Rule of Law Can Promote Equity and Justice*, IUCN Academy of Environmental Law (AEL), Wuhan, China (2009); Paper, *Using Green Infrastructure to Alleviate Poverty and Promote Healthy Communities: Legal and Policy Solutions for the Urban Environment*, IUCN AEL, Mexico City (2008).

REPORTED CASES: Represented parties, intervenors, or *amicus curiae* in over 25 environmental cases, including *National Ass'n of Home Builders v. Defenders of Wildlife*, 549 U.S. 1105 (2007); *South Florida Water Management District v. Miccosukee Tribe of Indians*, 541 U.S. 95 (2004); *Whitman v. American Trucking Associations, Inc. et al.*, 531 U.S. 457 (2001); *Appalachian Power Co. v. EPA*, 208 F.3d 1015 (D.C. Cir. 2000).

LEADERSHIP: Executive Committee, *American College of Environmental Lawyers*, October 2016-present; Executive Committee, *Environmental Law Institute* (2014-present); first non-profit and second youngest Chair (2013-2014) of the 10,000 member *ABA Section of Environment, Energy, and Resources*; past Officer and member of Circle of Champions, *U.S. Water Alliance*; Fellow, *American Bar Foundation*.

EDUCATION

COLUMBUS SCHOOL OF LAW, Catholic University of America, DC, Juris Doctor, *magna cum laude*, 1994.

- Editor-in-Chief, *Catholic University Law Review*; Faculty Award for *Outstanding Woman Law Graduate*

JAMES MADISON UNIVERSITY, Harrisonburg, Virginia, B.A., Political Science & French, *cum laude*, 1989.

Nicholas A. Falvo

PROFESSIONAL EXPERIENCE

58th Presidential Inaugural Committee, Washington, D.C.

Deputy Assistant Director of Transportation for Public Events 2016-2017

- Implemented transportation plan for all public events relating to the 58th Presidential Inauguration, including the welcoming concert and inaugural parade
- Planned and coordinated logistics for all equestrian participants

Donald J. Trump for President/Lincoln Strategy Group, Wilmington, N.C.

Regional Manager, 2016

- Organized paid canvassing operation in New Hanover County on behalf of the Republican National Committee, Donald J. Trump, Senator Richard Burr, and Governor Pat McCrory
- Managed over 80 staffers; responsibilities included training, deployment, and payroll

Career Education Colleges and Universities, Washington, D.C.

Director of Government and Regulatory Affairs, 2016

- Researched, authored, and submitted regulatory comments, advocacy materials, and position papers for distribution to Congressional offices and federal agencies
- Coordinated teams of key players within the organization and outside counsel to advance the association's legislative and regulatory priorities
- Established, updated, and maintained the association's legislative and regulatory agenda before Congress and the Administration

Akerman LLP, Washington, D.C.

Legislative Counsel, 2011-2015

- Developed and implemented federal relations strategies for multi-interest public-policy practice
- Advised clients on federal legislative regulatory developments in areas related to higher education, financial services, energy, global trade and commerce, and budget and appropriations
- Provided clients with interpretations of judicial and regulatory decisions

American Insurance Association, Washington, D.C.

Legislative and Regulatory Analyst, 2008-2010

- Monitored legislative, regulatory, and industry activity for property/casualty insurance, analyzing its impact on member-company operations, and communicating requirements appropriately
- Maintained daily contact with state affairs and legal departments to keep compliance information timely and accurate for association members and subscribers
- Managed the association's legislative and regulatory database which contained summaries, status, and compliance implications of state and federal legislation and regulations

Van Scoyoc Companies, Washington, D.C.

Summer Associate, 2006; 2007; 2008

- Drafted language that was incorporated into the Higher Education Reauthorization legislation
- Supported planning and executing policy conferences

Congressman Thaddeus G. McCotter, Washington, D.C.

Legislative Staff, 2003-2005

- Prepared the Representative's floor comments and drafted constituent response letters and press releases on policy matters
- Researched and tracked legislation involving immigration, commerce and manufacturing, financial services, Constitutional, federal government oversight, and Veterans affairs matters
- Coordinated direct mail program and constituent database

EDUCATION

Ave Maria School of Law, Naples, FL (Formerly Ann Arbor, MI)

Juris Doctorate, 2008

- Bar Membership, District of Columbia Bar, Active from 2012

Hillsdale College, Hillsdale, MI

Bachelor of Arts, History, 2001

VOLUNTEER EXPERIENCE

- Honor Flight Network, DC Ground Crew 2013-current
- Congressional Woman's Softball Game, Board of Directors, 2013-current
- US House Softball League, Pro-Bono Counsel 2012 – current
- Congressional Baseball Game, Coach 2003-2009
- Midtown Softball League, Commissioner, 2013-2015

ROBERT A. "DREW" FEELEY

(b) (6)

PROFESSIONAL EXPERIENCE

U.S. House of Representatives Committee on Oversight & Government Reform **Washington, D.C.**
Counsel – Interior, Energy & Environment Subcommittee (Majority Office) **August 2015-present**

- Issues worked on include Flint drinking water crisis/Safe Drinking Water Act reform, EPA "sue and settle" reform, federal employee misconduct, Waters of the U.S., EPA Science Advisory Board oversight and reform, Gold King Mine disaster, Paris Climate Agreement oversight, Clean Power Plan, Endangerment Finding oversight, NEPA, sound science, Keystone XL pipeline oversight, chemicals, renewable energy, minerals/mining, FOIA, and federal workforce reform
- Responsibilities include hearing preparation and staffing, member briefing, coordinating investigations (correspondence, briefings, transcribed interviews, document review), drafting legislation, and assisting with Committee reports

U.S. Senate Committee on Small Business & Entrepreneurship **Washington, D.C.**
Counsel (Majority Office) **January 2015-August 2015**

- Issue areas included regulatory reform, energy and environmental policy, lending, contracting, nominations, tort reform, oversight/investigations and Committee procedure
- Uncovered unfavorable information on a nominee for a top SBA position that forced the White House to withdraw the nominee from consideration

U.S. Senate Committee on Environment & Public Works **Washington, D.C.**
Law Clerk (Republican/Minority Office) **May 2014-December 2014**

- Assisted with oversight, press releases and letters, hearing preparation, and research on EPA rulemakings
- Assisted in researching, outlining and drafting Minority reports entitled "The Chain of Environmental Command: How a Club of Billionaires and Their Foundations Control the Environmental Movement and Obama's EPA" (July 30, 2014), and "Setting the Record Straight: Hydraulic Fracturing and America's Energy Revolution" (October 23, 2014)

Alabama Policy Institute **Birmingham, AL**
Adjunct Scholar **January 2014-March 2014**

- Authored white paper analyzing the Affordable Care Act: "Understanding the Patient Protection and Affordable Care Act and its Impact on Individuals and Small Businesses" (February 2014)

Wilson & Berryhill, PC

Birmingham, AL

Attorney **December 2007-January 2014**

- Managed complex and diverse civil caseload as the primary attorney through case resolution
- Continuing Legal Education (CLE) instructor in areas including immigration, labor/employment law, FMLA, ADA, workers' compensation and Medicare

Bar Admissions: Alabama (2007)

EDUCATION

University of Alabama School of Law **Tuscaloosa, AL**
Juris Doctor **May 2007**

- **LAW & PSYCHOLOGY REVIEW**

2006-2007: Managing Board – Student Articles Editor

Student Article: "Personality, Environment, and the Causes of White-Collar Crime,"

30 LAW & PSYCHOLOGY REVIEW 201-213 (2006)

- Bench & Bar Legal Honor Society
- Alabama Law Institute: Student Research Assistant (2006-2007)

Emory University
Bachelor of Arts: Political Science & History Double Major

Atlanta, GA
May 2004

- Pi Eta Sigma & Phi Alpha Theta Honor Societies
- Student Government Association: Class Representative (elected junior & senior years) • College Republicans

Lincoln Ferguson

Contact

LINCOLN FERGUSON

(b) (6)

Qualifications

- *Thorough knowledge of mediacommunications*
- *Excellent people skills*
- *Extensive knowledge/understanding of state and local hot button issues*
- *Adept at using Adobe CreativeSuite and Microsoft Office*

- *Experience dealing with quickdeadlines and high-pressured environments*

Education

BACHELOR OF ARTS

Journalism

Minor in Political Science

University of Oklahoma

2009-2013

Recent E xperience

Press Secretary

Attorney General's Office | Oklahoma City, OK | July 2016 - Current

Serve as a liaison between the media, the public, and government. Lead the efforts of the Attorney General's Office communications team in speech and column writing and operating all social media platforms. Actively plan opportunities for the Attorney General to speak around the state and country to various organizations. Serve as the official spokesperson for Attorney General Pruitt and the Attorney General's Office.

Deputy Press Secretary

Attorney General's Office | Oklahoma City, OK | Sept. 2014 - June 2016

Assisted in writing speeches, opinion editorials, social media posts and organizing press events. Worked closely with newspaper, television and radio reporters. Assisted in open records requests.

Producer

KFOR, Newschannel 4 | Oklahoma City, OK | May 2013 - August 2014

Created, organized and wrote three hours of content as the producer of Newschannel Four's morning newscast. Part of the Emmy Award-winning team that brought Oklahomans around-the-clock coverage of the 2013 tornado outbreak.

Experience

Writer

KFOR, Newschannel 4 | Oklahoma City, OK | Aug. 2011 - May 2013

Assisted producers with all nightly newscasts. This includes writing content,

dispensing scripts, and operating the TelePrompter.

Public Relations/Marketing Intern

Gaylord College, University of Oklahoma | Norman, OK | Jan. 2013 - May 2013

Created a weekly newsletter for all Gaylord students, staff and alumni. Designed numerous posters and promotional materials for various events. Assisted PR director with various tasks.

News Intern

KFOR, Newschannel 4 | Oklahoma City, OK | May 2011 - Aug. 2011

Observed and participated in daily duties including producing, reporting, directing and editing.

Awards/Accomplishments

- LOYAL, Class XII
 - 30 Under 30 Award - *presented by Oklahoma magazine*
 - President, University of Oklahoma JayMac Alumni Association Board
 - Brothers Under Christ Alumni Association Board Member
 - Heartland Emmy for Breaking News Coverage
 - Heartland Emmy for Continuing Coverage
- (Both were awarded to the KFOR team in 2014 for coverage of the May 2013 Moore tornado.)*

SENIOR ADVISOR TO THE ADMINISTRATOR FOR OPERATIONS AND IMPLEMENTATION

SUPERVISORY CONTROLS

Receives broad general direction and policy guidance from the Administrator. Within this framework, the incumbent is allowed wide latitude in the exercise of initiative and judgment in performing assigned duties in a highly independent manner. Work is subject to review only for attainment of overall objectives and compliance with broad policies.

MAJOR DUTIES AND RESPONSIBILITIES

1. Serves as Senior Advisor to the Administrator. In this capacity, incumbent provides confidential personal and operational assistance to the Administrator. This involves the performance of a wide variety of duties, consisting of attending all events and meetings alongside the Administrator, assessing the impact and subsequent relevance of all matters discussed, and suggesting to the Administrator possible avenues of approach and coordinating implementation efforts. Follows up by conferring with the Assistant and Regional Administrators and/or their offices, discussing these issues and providing them with information developed through personal contacts.

2. Serves as personal representative of the Administrator with high ranking officials of the Agency, Members of Congress and White House representatives; scientific and research groups and associations; foreign governments and others.
3. Prior to all events and meetings, gathers talking points from relevant Agency officials and briefs the Administrator. Using continuous knowledge of emerging legislation and regulatory issues of interest to the Administrator, anticipates areas of concern and provides recommendations to the Administrator.
4. Coordinates talking points and remarks for all events and meetings that the Administrator attends. Works with the Office of Public Affairs and the Office of Public Engagement to determine the appropriate message for each event and briefs the Administrator on these remarks. Uses personal knowledge of the Administration's priorities to guide the message.
5. Provides advice to the Administrator and identifies problem areas, develops and recommends solutions and specific policies in relation to highly urgent and sensitive operational and/or implementation matters. Arranges for the implementation of specific policies and recommendations, including making action assignments to the appropriate organizational element.
6. Advises the Administrator as to significant observations and presents background information, personal opinions, and advice concerning program responsibilities and operations. As directed, provides direction to and/or leads staff in the analysis of implementation problems or issues reaching the Administrator's Office.
7. Performs other duties as assigned.

Jenifer L. Fields, P.E.

(b) (6)



PROFILE

Highly skilled program manager for the Pennsylvania Department of Environmental Protection (DEP), with 25 years of innovative and results driven accomplishments directed through subordinate section chiefs and supervisors and the activities of the Permits, Planning, and Operations, Monitoring and TMDL sections, to ensure compliance with the Commonwealth's rules and regulations governing water management. Proven leader with 30 years of experience in resource and personnel management, developed through 10 years as an officer in the U.S. Army (active and reserve), achieving the rank of Captain, and through increasing responsibilities and promotions at DEP. Effective manager, leader and facilitator with extensive governmental and political experience and proven ability to develop, communicate and implement solutions in a variety of situations, with limited time and resources.

EMPLOYMENT HISTORY

***2006-Present Regional Manager, Clean Water Program, Pennsylvania
Department of Environmental Protection, Norristown, PA***

Responsible for a staff of 40, including engineers, inspectors, compliance specialists, and program specialists; handling all aspects of municipal stormwater, sewage and industrial wastewater planning, permitting, compliance and enforcement; assists with policy development. Administered the NPDES program through developing, reviewing and defending NPDES and construction permits for the Southeast Region of DEP.

- Decision authority on hundreds of program actions each year including: sewage and industrial treatment permit applications, stormwater permits, municipal sewage plan revisions, compliance actions, and certification of grant projects for funding.
- Engaged legislators, news media, municipal and industrial officials, consultants, facility operators, residents, EPA, Delaware River Basin Commission, and county agencies regarding planning, permitting, grants, and operation (inspections and enforcement) functions of the water management program.
- Launched a pilot program for field staff using mobile devices for inspections to provide immediate feedback to the regulated community, resulting in more timely notification and correction of violations, limiting permittee liability.
- Actively coordinated efforts between DEP programs as well as other agencies, for example, coordination between Clean Water and Brownfields Cleanup program to ensure timely, appropriate and

comprehensive activities leading to effective remediation and redevelopment of brownfield sites.

- Spearheaded the creation and launch of a 180-hr wastewater operator training program at community colleges in PA, successfully improving both the pass rate on licensing exams as well as the recruitment, retention and knowledge base of operators in this career field, significantly improving treatment plant operations and quality of discharged effluent.
- Developed/negotiated improvements to the statewide MS4 program, which, in addition to a robust training program offered to municipalities and consultants, resulted in better understanding of obligations, reduced deficiencies and improved water quality.
- Restructured the Clean Water Program to improve efficiency despite staff reductions and increased program responsibilities.
- Prepared status reports on clean water program activities and decisions, including submissions to the weekly report and hot issues tracking system.
- Reviewed and commented on draft rules, regulations, policies, procedures and guidance.
- Delivered presentations and training on DEP programs such as municipal stormwater and sewage facilities planning and management.
- Administered personnel activities including: employee performance reviews, disciplinary actions, time and attendance tracking, interviewing, and training.
- Prepared annual budgets, managed program equipment including vehicles, sample analyzers and supplies.
- Lead trainer for Activated Sludge in Pennsylvania, specializing in training older operators.

1999- 2006 Chief, Permits Section, Water Management, Department of Environmental Protection (DEP), Norristown, PA

Responsible for supervising a staff of nine sanitary engineers in the Permits Section; involved with the technical review of permit applications, including recommendations regarding permit issuance; ensured that the technical reviews performed, and recommendations developed by staff, were based on state and federal regulations, guidelines and policies, and best professional judgment. Drove statewide permit changes to improve permittee compliance.

1993-1999 Sanitary Engineer, Permits Section, Water Management, Department of Environmental Protection (DEP), Conshohocken, PA

Conducted technical reviews of permit applications; made recommendations regarding permit issuance; conducted field inspections. Developed permit process improvements. Chosen to lead the program through the transition of application processing to an on-line platform. Served as an inspector and the program liaison to Pennsylvania Emergency Management Agency for hurricane Floyd response. Chosen to be the program lead participating in the development and transition of the state to an on-line application management system.

1995-2000 Supply Officer, U.S. Army Reserve, Wilmington, DE

Responsible for a staff of seven; developed and managed a government contract for the boarding, feeding and transport of soldiers attending the annual training of the Army Nursing Program; Property Book Officer for the 5th Brigade inventory of medical supplies and information technology equipment worth over \$300,000; awarded the Meritorious Service Medal.

1993-1995 Supply/NBC Officer, U.S. Army Reserve, Wilmington, DE

In addition to managing supplies for the 431st Chemical Support Unit, served as the ANBACIS (Automated Nuclear Biological And Chemical Information System) manager conducting risk analysis and vulnerability using Nuclear, Biological and Chemical data.

1989-1992 Platoon Leader, U.S. Army, Fort Carson, CO

Responsible for the welfare of 18 soldiers. Planned the cleanup and disposal of hazardous materials, wastes and grounds; managed a bulk petroleum supply yard and a rations warehouse; chosen to serve as Company Detachment Commander for Operation Dixie Thunder (1990) and as the Battalion Detachment Commander during Reforger '91.

EDUCATION

PA Professional Engineer License -- 1999
U.S. Army Quartermaster Officer Advanced Course -- 1999
PA DEP Leadership Development Institute -- 1999
U.S. Army Airborne School -- 1990
U.S. Army Quartermaster Officer Basic Course -- 1990
B.S. Civil Engineering - University of Delaware --1989

Hayley Ford

(b) (6)

PROFESSIONAL EXPERIENCE

WealthEngine

Recruiting Manager / HR Generalist

Bethesda, MD

May 2016 to Present

WealthEngine is the leading provider of predictive marketing analytics and wealth intelligence services.

- Lead all recruiting efforts to fill hiring needs in sales, marketing, product/tech, finance, HR and professional services, hiring for interns through VP-level positions
- Proactively source candidates, create and maintain pipelines, partner with hiring managers, engage and evaluate candidates, extend and negotiate offers, and manage logistics of interview and hiring process
- Manage and evaluate onboarding of new hires and fine-tune curriculum for successful transition into company
- Launched new web-based performance management tool and effectively rolled out to entire company
- Designed and launched brand new company careers website
- Perform HR Generalist responsibilities as needed and serve as main HR POC within organization
- Assist sales and marketing teams with sales enablement initiatives as needed

KPMG, LLP

Manager, Human Resources – Campus Recruiting

McLean, VA

Senior Associate, Human Resources – Campus Recruiting

October 2014 to May 2016

August 2011 to September 2014

KPMG is a global network of professional firms providing Audit, Tax and Advisory services.

- Managed all tax hiring for the DC/McLean office, including nine different service networks and four different pools of candidates, hiring for interns through manager-level positions; Identified candidates, maintained pipeline, hosted visits, led offer conversations and candidate evaluation, extended and closed offers, managed internship program, and regularly collaborated with onboarding and field HR
- Developed relationships with office tax practice leaders, gained understanding of their business and hiring needs, determined recruiting strategy, provided periodic analysis of hiring results and managed office recruiting budget
- Co-led national hiring efforts for advanced degree tax candidates at TIP/TARE programs in DC annually; Co-led task force of 4 recruiters, coordinated selection process for all offices nationwide, and supervised coordination of professional involvement
- Led firm recruiting efforts, coordinated all events, and managed pipeline of students from identification to full-time hiring at University of Maryland, a Platinum Premier (top level) hiring school for the firm; Hired over 100 students annually from Maryland for accounting, IT and finance positions; Increased hiring by 50% in 3 years; Organized and executed visit of U.S. firm COO to campus
- Developed and maintained relationships with deans, faculty, and staff at assigned schools; Received highly regarded award from University of Maryland Smith School of Business for exceptional recruitment efforts
- Guided 150 summer interns annually through the onboarding process
- Mentored team members and served as People Management Leader for DC/McLean recruiting team; Nominated for 2016 National Mentoring Award by counselee
- Nominated for 2015 Chairman's Award for High Performance
- Selected by lead M&A Tax partner to instruct senior-level tax professionals bi-annually in presentation and general instructor skills
- Guided recruiting team through 2 successful Department of Labor OFCCP compliance reviews

Senior Associate / Associate, Federal & Commercial Audit

Washington, DC / Milwaukee, WI

Intern, Audit

September 2009 to August 2011

June 2008 to August 2008

- Planned and provided audit services primarily in the industries of federal government, state and local government, manufacturing, financial services, and retail, including publicly traded companies
- Participated in year-end financial audits, quarterly reviews, SOX controls testing, and A-133 audits
- Reviewed workpapers prepared by audit staff and interns, provided quality feedback, and conducted engagement evaluations
- Passed Certified Government Financial Manager (CGFM) examination
- Selected to attend Global Audit New Hire Training in Rome, Italy prior to beginning client work
- Selected as Campus Ambassador to Marquette University following audit internship with responsibilities including: Identifying quality audit and tax candidates, meeting with candidates to discuss my experiences and helping them with their decision process, and planning and hosting on-campus recruiting events

EDUCATION

Marquette University

Bachelor of Science in Business Administration

Majors: Accounting and International Business Minor: French

Cumulative GPA: 3.96 Majors GPA: 4.0

Milwaukee, WI

Graduation Date: May 2009

CERTIFICATIONS / COMMUNITY SERVICE

Certified Public Accountant *District of Columbia*

Catholic Diocese of Arlington *Workcamp Adult Crew Leader*

St. Charles Borromeo Parish *Youth Group Leader*

Bridges to Independence *Adult English Tutor*

Inactive as of January 2017

June 2013, 2014, 2015, 2017

September 2012 to January 2017

January 2014 to April 2015

Salary History:

(b) (6)



Work Experience

February 2011 - Present: Of Counsel - HBW Resources. Provided legal and policy guidance to an array of clients related to the Oil Pollution, Energy, Water Resources, Property Rights, Space, Defense, maritime policy, transportation policy, Electric Vehicle use, natural resource management, and Federal appropriations. (1) Represented clients before Congress, in major litigation, numerous federal agencies, and the White House. (2) Developed extensive briefing materials and policy papers on the Oil Pollution Act, energy, space policy, defense policy, maritime and environmental policy. (3) Represented clients' interests in the development of legislative strategies and regulatory approaches before various House and Senate committees, House and Senate leadership, the White House, Executive branch agencies, and numerous state and local officials. Also was retained as a subject matter expert on the Oil Pollution Act in major litigation stemming from the Deepwater Horizon Oil Spill.

January 2006 – January 2011: Partner Nossaman L.L.P. /O'Connor and Hannan L.L.P. Provided legal and policy guidance to an array of clients related to contaminated sediments management, natural resource management, property rights, aviation, maritime policy, transportation policy, disaster response, logistics, toxic cleanup, , and Federal appropriations. (1) Represented clients before Congress, numerous federal agencies, and the White House. (2) Developed extensive briefing materials and policy papers on maritime and environmental policy. (3) Represented clients' interests in the development of legislative strategies and regulatory approaches before various House and Senate committees, House and Senate leadership, the White House, Executive branch agencies, and numerous state and local officials.

✓ **November 2003 - April 2005: Presidential Appointment as Assistant Administrator for Legislative Affairs, NASA.** Provided direct legislative and policy guidance to the NASA Administrator on all aspects of policy that may have Congressional interest, particularly implementation of the "Vision for Space Exploration." Successfully worked with the White House, industry, and Congressional supporters to achieve affirmation of and full funding for the "Vision for Space Exploration" for Fiscal Year 2005. (1) Was the principal representative of the Agency before Congress, The Office of Management and Budget, numerous other federal agencies, and the White House on matters related to legislation. (2) Developed extensive briefing materials and policy papers on a major Presidential initiative. (3) Represented NASA's interests in development of legislative strategies and regulatory approaches before various House and Senate committees, House and Senate leadership, the White House, Executive branch agencies, and numerous state and local officials. (4) Supervised a staff of 42 in the implementation of all of aspects of NASA's legislative and intergovernmental activities.

April 2005 – December 2005 and April 1999 - November 2003: Special Counsel/Partner, Adams and Reese L.L.P. Provided legal and policy guidance to an array of clients related to water resources, toxic cleanup, contaminated sediments management, natural resource management, maritime policy, transportation policy, logistics, and Federal appropriations. (1) Represented clients before Congress, numerous federal agencies, and the White House. (2) Developed extensive briefing materials and policy papers on maritime and environmental policy. (3) Represented clients' interests in the development of legislative strategies and regulatory approaches before various House and Senate committees, House and Senate leadership, the White House, Executive branch agencies, and numerous state and local officials.

✓ **January 1995 - April 1999: Majority Counsel (Water), Committee on Transportation and Infrastructure, U.S. House of Representatives.** Provided legal and policy advice to Members of the House of Representatives on issues related to clean water, wetlands, property rights, toxic waste cleanup, water resources and drinking water infrastructure, Coast Guard, emergency management, oil pollution, and maritime policy. Responsibilities included (1) drafting legislation, committee reports, floor statements, and other forms of legislative history; (2) briefing the House leadership on the impact of numerous budget and policy proposals on environmental and maritime policy; (3) preparing and organizing legislative hearings on, and Committee markups of, pending legislation; and (4) representing committee members in development of legislative strategies and regulatory approaches with House and Senate leadership, the White House, Executive branch agencies, and numerous state

and local officials. Worked extensively with numerous interest groups from all points of the political spectrum to ensure all perspectives were given fair consideration.

✓ **January 1991 - January 1995: Full Committee Counsel on Lands and Forestry, Minority Staff, Committee on Natural Resources, U.S. House of Representatives.** Provided legal and policy advice on forestry, wetlands, endangered species, Alaskan public lands, and other environmental issues to minority committee members. Drafted legislation, amendments, issue papers, hearing preparation briefs, and other supporting documents on legislative issues within areas of expertise. Also represented House minority members in the development of legislative and regulatory strategies with the White House, Office of Management and Budget, and the Departments of the Interior and Transportation.

✓ **November 1989 - December 1990: Professional Staff Member, Minority Staff, Committee on Interior and Insular Affairs, U.S. House of Representatives.** Drafted several titles of the "Oil Pollution Act of 1990" as well as significant portions of the Conference Report, Statement of Managers, and other legislative history. Prepared briefings for committee members; staffed committee hearings on the Oil Pollution Act of 1990 and related legislation. Handled all issues related to the EXXON VALDEZ oil spill clean-up and related issues for the only Congressman for the State of Alaska. Worked extensively on Public Lands and Forestry issues with a particular emphasis on property rights and Endangered Species impacts.

✓ **March 1987 - October 1989: Legislative Assistant, Congressman Don Young (R-AK), U.S. House of Representatives.** Advised Congressman Young on maritime, Coast Guard, labor, education, judiciary issues, and legislation. Responded to constituent inquiries, drafted speeches, legislation, amendments, and issue briefs.

September 1986 - February 1987: Policy Analyst, Designers and Planners, Arlington VA. Supported a U.S. Navy contract to upgrade planning and training for the U.S. Naval Reserve.

January 1985 - August 1986: Coordinator for Legislative and Regulatory Affairs, American Institute of Merchant Shipping, Washington DC. Lobbied on issues of importance to the U.S.-flagged, oil tanker industry. Researched legislative and regulatory issues; drafted testimony, industry comments, and briefing materials for member companies; and facilitated consensus building among members, thereby enabling the Association to take positions on controversial proposals.

✓ **January 1984 - January 1985: Staff Assistant, Senator Orrin Hatch (R-UT), United States Senate.** One of five Congressional staff members who drafted the Conference Report and Statement of Managers for the "Longshore and Harbor Workers Compensation Act Amendments of 1984."

July 1983 - December 1983: Critical Path Procurement Engineer, Electric Boat Division, General Dynamics Corp., Groton, CN. Responsible for procurement and testing of several major components used in the construction of the Trident and 688 Class U.S. Navy submarines.

Education

Juris Doctorate, 1990 - George Mason University School of Law, Arlington, VA.

Bachelor of Science, 1983 - U.S. Merchant Marine Academy, Kings Point, NY.

Bar Admittance

Commonwealth of Virginia

District of Columbia

Military Service

Commander, U.S. Naval Reserve (Retired) - 1983 to 2009

Political

May 2016 – November 2016

Provided policy assistance to the Trump Campaign policy office on, Environmental, Transportation and Energy policy.

January 2000 – Assisted with the Bush/Cheney transition on Transportation and Environment.

EDUCATION

Harvard Law School, Cambridge, Massachusetts

Juris Doctor, May 2010

Honors: Dean's Award for Community Leadership (2010)

Involvement: Harvard Federalist Society (President, 2009–10); *Harvard Law Record* student newspaper;
Harvard Journal of Law & Public Policy (Executive Editor, 2009–10)

Vanderbilt University, Nashville, Tennessee

Bachelor of Arts in History and Political Science, summa cum laude, May 2007

Honors: Phi Alpha Theta History Honor Society; Pi Sigma Alpha Political Science Honor Society

Involvement: Vanderbilt Student Communications Board of Directors; Undergraduate Conduct Committee;
Vanderbilt College Republicans; *The Vanderbilt Torch* conservative commentary magazine;
Vanderbilt Undergraduate Research Journal; Alpha Phi Omega National Service Fraternity

EXPERIENCE

Gibson, Dunn & Crutcher LLP, Washington, D.C.

Environmental Litigation and Mass Tort Associate

September 2011–present

Representative matters include:

- Defending a major government contractor in a RCRA civil enforcement and False Claims Act action in federal district court arising from the operation of a Department of Energy facility;
- Prosecuting multiple CERCLA actions against the United States on behalf of major defense contractors for recovery of costs incurred remediating soil and groundwater contamination at former defense installations and manufacturing facilities, including one action which involved examining expert and fact witnesses during a multi-week bench trial in federal district court;
- Defending a pulp and paper manufacturer in a Clean Air Act enforcement action, which included examining expert and fact witnesses during a multi-week bench trial in federal district court;
- Challenging a state's application for a Clean Air Act preemption waiver for its zero-emission vehicle regulations on behalf of a transportation trade association;
- Defending a pulp and paper manufacturer in state court against a mass tort action alleging that air emissions from the manufacturer's facility caused property damage and personal injuries;
- Defending in state trial and appellate courts a paper manufacturer in a multi-million dollar civil penalties action and two mass tort actions regarding alleged waterborne dioxin releases from a legacy disposal facility;
- Challenging a Surface Transportation Board rule in the Eighth Circuit on behalf of a railroad trade association;
- Defending a Class I freight railroad against a complaint filed with the Surface Transportation Board alleging statutory violations and substandard performance.

United States Court of Appeals for the Eighth Circuit, St. Louis, Missouri

Law Clerk to the Honorable Raymond W. Gruender

August 2010–August 2011

Drafted bench memoranda and assisted with drafting of legal opinions.

BAR ADMISSIONS

Texas; District of Columbia; U.S. District Court for the District of Columbia

PUBLICATIONS

- "Do CERCLA Cost Recovery And Contribution Rights Overlap?" (with M. Murphy), *Law360* (Aug. 7, 2015)
- "11th Circuit's Message: Be Careful With *Lone Pine* Orders" (with M. Murphy), *Law360* (Nov. 10, 2014)
- "CERCLA Recoveries Have A New Limit For Subcontractors," *Law360* (May 6, 2014)
- "6th Circuit's Impact On EPA Review Of Source Modifications" (with S. Fletcher), *Law360* (Apr. 8, 2014)
- "More CERCLA Recovery Hurdles For 'Compelled' Costs" (with M. Murphy), *Law360* (Apr. 12, 2012)

INTERESTS

Senior speechwriter, editor, communications strategist, and coalitions lead with experience running public affairs campaigns against regulatory overreach; Work has appeared in the *Wall Street Journal*, the *Washington Post*, the *New York Times*, and *Forbes*; Experience on camera as well as managing teams of writers and communicators and overseeing digital production and outreach; Consulted for corporate clients, conservative and libertarian groups, and candidates on regulatory, energy, conservation, land, and environmental issues; Current work includes policy messaging for Senate leadership and managing staff; Background includes successful work in conservative journalism, campaigns, congressional affairs, and crisis communications

EXPERIENCE

OFFICE OF SENATOR ORRIN HATCH, PRESIDENT PRO TEMPORE November 2014 – Present **Director of Communications**

Lead communications efforts for the longest serving Republican member of the Senate and Chairman of the Senate Finance Committee; Position senator as a leader on lands and energy issues facing western states; Originate and edit written communications and guide national media coverage; Successfully renewed Senator Hatch's media footprint among Utah outlets and strengthened key relationships nationwide; Coordinate outreach for all committee and personal office work (Finance, HELP, Judiciary)

U.S. HOUSE OF REPRESENTATIVES December 2012 – October 2014 **Director of Communications and Speechwriter**

Established Rep. Mike Pompeo, R-Kansas, as a leader on environmental and energy issues on the House Committee on Energy and Commerce; Prepped for hearings with EPA Administrator Gina McCarthy that led to breakthrough news coverage; Led policy work on Intelligence, and Benghazi Committees; Expanded national, local, and trade coverage of a sophomore member by building out media relationships; Wrote speeches and op-eds for member as well as supporters and stakeholder groups

Campaign Communications Adviser February 2014 – November 2014 Successfully ran communications operation for **POMPEO FOR CONGRESS** reelection effort

SELF-EMPLOYED June 2012 – December 2012 Led advocacy efforts for corporate and grassroots organizations on a contract basis; Drafted op-eds, directed social media strategy; Defended clients in energy industry against regulatory overreach

NEW MEDIA STRATEGIES March 2011 – November 2012 *Award-winning crisis communications and marketing firm*

Senior Communications Strategist/Lead Writer in Public Affairs
Developed comprehensive media strategy, analysis, and editorial services that penetrated top-tier outlets; Advised well-known international corporations in the energy sector affected by export-import regulations, energy markets, land issues, and global conflict

RICK PERRY FOR PRESIDENT September 2011 – January 2012 **Foreign Policy Communications Strategist** Established candidate's credibility among major foreign policy outlets by writing on breaking news topics for mainstream audiences

THE WASHINGTON EXAMINER June 2009 – March 2011 **Associate Editorial Page Editor**

Wrote daily editorials in addition to regular collaborative editing and reporting work; Focused on regulatory overreach; Interviewed on Fox News, NBC, CNN, among others; Breakthrough investigative work cited in a House Oversight and Government Reform Committee report on Financial Crisis Inquiry Commission

THE AMERICAN SPECTATOR

January 2008 – June 2009

Managing Editor

Led editorial meetings, achieved numerous milestones for online and print editions; Recruited and mentored interns, writers, and artists who have gone on to contribute to major business and political outlets including *The Atlantic*, Reuters, and *Forbes*; Remain a contributing editor

Collegiate Network Journalism Fellow/Editorial Assistant

June 2005 – January 2006

Deputy to managing editor providing copyediting, web management, and writing

OTHER EXPERIENCE

REPUBLICAN NATIONAL CONVENTION , Writer	<i>Cleveland, OH</i>	2016
HOUSE FINANCIAL SERVICES COMMITTEE , Speechwriter	<i>Washington, DC</i>	2013
HARIDOPOLOS FOR SENATE , Communications Adviser, Speechwriter	<i>Tallahassee, FL</i>	2011
EVANS-NOVAK POLITICAL REPORT , Researcher (Temporary)	<i>Washington, DC</i>	2007
THE NEW YORK TIMES , Researcher/Writer	<i>Washington, DC</i>	2006 – 2007
THE CORNELL REVIEW , Senior Editor/Writer	<i>Ithaca, NY</i>	2003 – 2005

EDUCATION

CORNELL UNIVERSITY, Ithaca, New York

Bachelor of Arts, English (Renaissance literature and medieval studies) and a minor in government (emphasis on political rhetoric and history)

Graduate work: Shakespeare studies

Languages: Conversational Spanish

U.S. NAVAL WAR COLLEGE, Washington, DC

Currently enrolled and taking classes towards a Master of Arts Degree in Defense and Strategic Studies
Coursework: Joint Maritime Operations, Strategy and Warfare, Theater Security Decision Making

HONORS, MEMBERSHIPS, VOLUNTEER WORK

EUROPEAN UNION VISITORS PROGRAM	2016 Visiting Fellow to Brussels
CLAREMONT INSTITUTE	2015 Lincoln Fellow
HERITAGE FOUNDATION	Madison Fellow
NATIONAL REVIEW INSTITUTE	2013 Washington Fellow
FOREIGN POLICY INITIATIVE	2011 Future Leader
SENATE PRESS SECRETARIES ASSOCIATION	Director of Membership
REPUBLICAN COMMUNICATIONS ASSOCIATION	Member
AMERICAN CONSERVATIVE UNION	CPAC 2009 Journalist of the Year
NAVY SEA CADETS (Nov. 2013 - Nov. 2014)	Volunteer Instructor, Public Affairs Officer
INTERCOLLEGIATE STUDIES INSTITUTE	2005 Foreign Correspondent Fellow
INSTITUTE FOR POLITICAL JOURNALISM	Board Member

Tony Frye

(b) (6)

Professional Experience

Office of Senator Joni Ernst (R-IA)

Deputy Legislative Assistant

Washington, DC

January 2017 – Present

- Advise senator and office staff on issues related to rural development, education, housing, financial services, tax, budget, and nutrition policy portfolios.
- Perform oversight duties pertaining to regulations, proposed regulations, and other actions by various agencies including the U.S. Department of Agriculture (including all USDA sub-agencies), Food and Drug Administration, Commodity Futures Trading Commission, Department of Commerce, Treasury Department, Department of Housing and Urban Development, and Department of Education.
- Draft legislation in coordination with legislative staff members and counsel.
- Support communications staff with technical legislative responses to press inquiries, draft press releases, and talking points.

Office of Senator Joni Ernst (R-IA)

Legislative Aide

Washington, DC

January 2015 – January 2017

- Advised senator and office staff on issues related to education, housing, poverty, financial services, agriculture, and trade policy portfolios.
- Managed the drafting and dissemination of constituent correspondence within designated policy portfolio.
- Monitored and reported on issues including actions taken by the administration, relevant legislation, and trade negotiations.

Joni Ernst for U.S. Senate (R-IA)

Field Staff Representative

Albia, IA

July 2014 – January 2015

- Led voter outreach and volunteer recruitment in Iowa's Second Congressional District.
- Served as campaign representative while working with key civic and policy groups.
- Drafted policy statements and analysis and presented materials to political and community organizations.
- Developed and coordinated a district-wide distribution network of campaign materials and advertisements.
- Organized 99 County Tour campaign stops and facilitated day-of operations.

Office of Senator Charles Grassley (R-IA)

Legislative Correspondent

Washington, DC

January 2013 – July 2014

- Advised staff assistants on best practices to interact with constituents regarding policy issues.
- Managed the defense, foreign affairs, retirement, Social Security, welfare, and veterans affairs policy portfolios in coordination with a legislative assistant.
- Drafted constituent correspondence in response to policy issues on behalf of the senator.

Office of Senator Charles Grassley (R-IA)

Staff Assistant

Washington, DC

November 2012 – January 2013

- Managed office telephones and assisted constituents.
- Provided administrative support to staff members and office visitors.
- Organized, maintained database for constituent lottery of presidential inauguration tickets.

Education

University of Northern Iowa

Bachelor of Arts in Political Science

Cedar Falls, IA

August 2007-May 2011

Onis "Trey" Glenn, III, PE, MBA

(b) (6)

(b) (6)

Summary:

Currently serving as a consulting engineer, an accomplished environmental professional bringing twenty-two plus years of progressive and successful leadership experiences obtained in increasingly complex environmental, water resources and regulatory fields. A motivational leader bringing the vision, initiative, innovation and interpersonal skills to make a meaningful impact. Well versed in today's changing economy and regulations with a proven record for leveraging internal and external operations to advance organizational success. Experience as the Director of the Alabama Department of Environmental Management (ADEM) complimented by experience in small family owned private business and a fortune 500 company as well as direction of a small governmental organization has uniquely equipped Mr. Glenn to provide valuable assistance and successful leadership for any type of organization regardless of role.

Mr. Glenn is currently serving as a technical consulting engineer, providing services to clients in the areas of, environmental policies and regulations, environmental permitting and compliance, water resources, negotiations, business development, executive leadership, renewable energy, landfills, transportation, infrastructure, litigation strategy construction management, and program management.

Areas of Knowledge:

Executive Leadership

- Directing an Environmental Regulatory Agency
- Casting a Vision
- Motivating People
- Creating Alignment in a Board
- Fostering Organizational Change
- Coaching Executives
- Managing Time Effectively
- Strategic Planning

Financial Management

- Successful Fiscal Turnarounds
- Cost Reduction/Controls
- Operating/Capital Budgets
- Forecasting/Budgeting
- Revenue Enhancement
- Contract/Grant Management
- Bonding/Lending

Personnel and Human Resource Management

- Team Building
- Defining Roles
- Leveraging Diversity
- Setting Goals
- Aligning People and Organizations
- Speaking/Education/Training
- Managing Performance

External Affairs

- Governmental Relations
- Media Relations
- External Relations
- Multimedia Presentations

Environment & Water Resources

- Environmental Permitting
- Environmental Compliance & Enforcement
- Sustainability/Green Initiatives
- Environmental Policy/Procedures
- Environmental Laws/Regulations
- Drought Management
- Flood Management
- Reservoir Operations
- Brownfield Redevelopment
- Solid Waste / Landfills
- Recycling/Reuse
- Emergency Response
- Coastal/Wetlands
- Superfund/CERCLA
- Field Sampling/Analysis
- RCRA/Voluntary Cleanup

Operations Management

- Realizing a Board's Vision
- Improving Quality
- Centering Operations on Customers
- Construction Management
- Goal Setting
- Goal Execution
- Creating and Maximizing Value
- Project Management

Litigation Support

- Expert Testimony
- Litigation Management
- Negotiations/Dispute Resolution

Education:

University of Alabama at Birmingham (UAB); Birmingham, Alabama

Master of Business Administration – June, 1999

Auburn University; Auburn, Alabama

Bachelor of Civil Engineering (Summa Cum Laude) – June, 1994

Registration:

Alabama State Board of Licensure for Professional Engineers

Professional Engineer (License: 23104) – 1999

Professional Appointments & Affiliations:

- 1 American Society of Civil Engineers
- 2 American Water Resources Association
- 3 Business Council of Alabama – Environment and Energy Committee
- 4 Environmental Council of States
- 5 Alabama Solid Waste Task Force
- 6 Tennessee Tombigbee Waterway Development Authority (past board member)

Career Highlights**Consulting Engineer & Business Owner**

12/09 to Present

Blue Ridge Consulting, Inc. - Birmingham, Alabama

Serving as a consultant providing services to clients in the areas of litigation strategy, environmental policies and regulations, water resources, negotiations, business development, executive leadership, renewable energy, landfills, program management, and environmental permitting and compliance. Services also include hydrologic modeling including extensive experience performing hydrologic analyses, including hydrology, hydraulics, and reservoir operations, on complex river systems in the Southeastern United States. Current services also include assisting clients in the areas of development, application, interpretation, and enforcement of environmental and water resources policies, rules, and laws, including regulatory permitting and compliance. Clients include law firms, associations, industries, private landowners and other regulated entities.

Assignments have included representing the Business Council of Alabama's Environment and Energy Committee as well as providing counsel and testimony regarding proposed federal and state rules including waters of the U.S. and opposition to EPA's Clean Power Plan. Assignments also included spearheading the successful effort to push back on state and federal government overreach in the area of water regulations. This included the development and passage of legislation in the State of Alabama legislature.

Since 2013, Mr. Glenn has been serving as a consultant to STRADA Professional Services. STRADA is a leading infrastructure engineering and program management consultancy firm. Created in 2004, STRADA is a minority-owned business enterprise founded and headquartered in Birmingham, Alabama. Providing comprehensive client development and project execution to a variety of industrial and government clients in areas such as solid waste, environmental regulatory compliance, construction and program management, organizational development and transportation. Assignments have included leading a successful effort to push back on the Environmental Protection Agency (EPA) and its attempt to implement a novel interpretation of its rules to apply atmospheric deposition to a CERCLA superfund effort. This included defending parties that were identified as potential responsible parties in a desired superfund action, basing the defense on the lack of EPA's use of sound science. Assignments have provided real, hands-on experience in the area of field sampling and analysis, including the development and implementation of a sampling and analysis plan, quality assurance project plan and health and safety plan.

Mr. Glenn's consulting has also included a one year assignment with **A.G. Gaston Construction Company, Inc.**, as a contract Vice President, to assist in the rebuilding and oversee change management of the company. Served as Chief Operating Officer with responsibility for day-to-day operations of the company's consulting and engineering divisions including client service, operations management and scope-fee definition and negotiation. Provided project level management and support with specific focus on engineering design and environmental and water resources consulting. Led business reorganization and the development of the business plan including implementing quality controls and standard operating procedures. Some key accomplishments with A.G. Gaston are as follows: Designed and implemented a full restructuring of the company's operations in order to meet the goals and objectives set by the Board of Directors; Completed a business plan, integrating the company's three different functional divisions; Assisted in the preparation of and submittal of the company's 8(a) application to the Small Business Administration; Prepared and presented business proposals and other marketing material; Implemented structured management procedures to better accomplish the company's operations, business development and administrative functions; Managed the program management personnel and resources to accomplish large scale construction projects such as a \$60 million stadium and \$100 million school construction; Managed the personnel and resources to accomplish surveying and engineering design projects such as the civil site design for a university campus and street improvement design for an area associated with a TIGER grant highway project; and Directly managed the consulting division of the company including the operation of a wastewater treatment facility and environmental permitting and compliance services to both public and private clients.

Director

2/05 to 12/09

Alabama Department of Environmental Management - Montgomery, Alabama

Revenues of +200 million (+60 million operating budget); 6 locations

Served as the **Chief Executive** with direct accountability to the Board for all organization functions. Employing +600, the Alabama Department of Environmental Management (ADEM) is responsible for assuring a safe, healthful and productive environment to all Alabama citizens. This mission is accomplished through the implementation of environmental regulatory programs complimented with compliance assistance, outreach programs and the disbursement of grants, loans and insurance payments. ADEM is an authorized agency, meaning it is the responsibility of ADEM to implement the Environmental Protection Agency's (EPA's) rules and regulations in lieu of EPA. This required in constant interface and liaison with EPA to ensure that the EPA regulations were being met in Alabama and to influence EPA on the State of Alabama's perspective on unfunded mandates and federal overreach.

Accomplishments:

- Implemented the board's strategic plan, which required significant behavioral changes within the organization to reduce bureaucracy and increase accountability.

- Instituted a performance management system including appropriate reporting to the board and stakeholders.

- Planned and executed an organizational realignment along functional responsibilities resulting in greater focus and productivity among staff.

- Envisioned, designed and implemented an organization-wide quality management system that guides all staff in the effective utilization of resources while meeting the expectations of the customers. Each program can now clearly identify customers, inputs, products, quality standards and auditable methods to ensure needs and expectations are met.

- Responded to resource constraints and customer expectation challenges by implementing operational efficiencies and technological innovations.

- Designed and implemented an organizational execution strategy to ensure there is an effective methodology to execute any achievable goal using a visual management/accountability system.

- Implemented a budgeting and cost accounting system that allows programs and functional teams to

manage operations while keeping in line with budget requirements.

Developed a dedicated Environmental Justice program to provide leadership and support to the entire organization by ensuring no disparate impacts are experienced by any group in the state.

Devised a strategy and increased focus on relations with legislative branch of government resulting in the passage of a significant revenue enhancement law that had failed numerous times under previous leadership.

Increased the focus on proactive outreach, media relations and other forms of external relations resulting in a public perception turnaround for an organization that was plagued with critics.

Developed detailed understanding with the organization's executive team regarding the roles and expectations of the team to ensure philosophical alignment among the top management team.

Personally implemented and coached executive team on focus and time management strategies.

Successfully fought EPA on an expanded use of its Opacity rules as well as overreach in the areas of fish tissue, mercury and coal mine permitting.

Division Director

6/01 to 1/05

Alabama Office of Water Resources - Montgomery, Alabama

Served as the Division Director with responsibilities for leading day-to-day operations of a +20 person office. The Office of Water Resources plans, coordinates, develops and manages Alabama's water resources, both ground and surface, in a manner that is in the best interest of the State of Alabama. This includes recommending policies and legislation, conducting technical studies, implementing and participating in management and conservation programs and projects, and actively representing Alabama's intra and interstate water resources interests with other states and the federal government.

Accomplishments:

Developed and implemented a strategic plan for the agency.

Successfully worked with the Governor's office, Legislature and federal agencies on the development and tracking of state and federal budgets for the agency.

Developed, proposed and administered various rules and regulations regarding agency operations, including presentations to the Alabama Water Resources Commission, conducting public hearings and working with the state legislative offices.

Worked closely with the Legislature on writing and analyzing draft legislation and educating stakeholders and legislators on State legislation.

Maintained relationships with members of the media. Accomplishments included responding to media inquiries, presenting complicated issues to state and national media, and framing highly technical issues for public dissemination in an understandable context.

Led the team, working with the Governor and Executive Branch staff, to manage the interstate water dispute between Alabama, Georgia, Florida and the federal Government.

Worked with legal counsel and the state's Attorney General, to manage complex water litigation including various levels of courts up to federal district and circuit court. Accomplishments have also included testifying in U.S. District Court.

Facilitated conversations and activities among state agencies, on issues regarding water resources management and policy.

Identified, applied for and allocated new federal funds to better serve the State of Alabama and its

programs to include all stages of the acquisition, management, spending and reporting of federal funds. This included working closely with federal agencies.

Served as Secretary of the Alabama Water Resources Commission with responsibilities to prepare for Commission meetings, report on office activities and manage Commission-related activities.

Resolved disputes and negotiated with various governmental and private parties over water and natural resources issues.

Worked closely with the Alabama Congressional delegation on issues that impact the water resources of the State of Alabama.

Developed, promoted and managed the education and outreach functions in the agency to enhance public participation in all aspects of water resources management and planning.

Developed the first comprehensive statewide drought management plan for Alabama.

Interpreted, provided input and worked with various state and federal agencies regarding federal regulations and laws.

Hydrologic Engineer

6/94 to 6/01

Alabama Power Company - Birmingham, Alabama

Employed as a Hydrologic Engineer with the company's Reservoir Management and Environmental Affairs group. Reservoir Management works to provide low cost hydroelectric generation, ensure compliance with applicable regulations, and maintain exceptional customer relations.

Accomplishments:

Developed and administered programs and policies applicable to water resources projects.

Negotiated with private and public entities in the areas of water resources. Such negotiations included water withdrawals, headwater benefits and NPDES permit applications.

Made public presentations on water resources issues to numerous public interest groups.

Conducted water quality modeling including thermal discharge modeling.

Conducted water resources studies on topics including plant upgrades, proposed reservoirs, water quality studies, relicensing, water withdrawals, and an interstate water dispute.

Supported the maintenance and development of the Hydroelectric Optimization Management System.

Supported state and local entities in the area of water resources issues.

Selected to the *Pipeline* program, an executive development and leadership program giving participants broad training in one of the nations largest industries.

Research Assistant and Lab Personnel

1992 to 1994

Auburn University - Auburn, Alabama

Employed as a research assistant in the Civil Engineering department assisting graduate students with structural engineering research.

Assistant Manager

1988 to 1992

Glenn's Cleaners - Wetumpka, Alabama

Employed as the assistant manager of a small family-owned dry cleaners with responsibilities of all day-to-day operations of the plant as well as customer satisfaction, accounting, inventory and human resources.

Personal Information

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Stephen Laurence Gordon Jr.

(b) (6)

PROFESSIONAL EXPERIENCE

U.S. Chamber of Commerce

Washington, D.C.

Manager of Corporate Relations

September 2015 - Present

- Develop, manage and implement an annual strategic fundraising plan to retain and grow a portfolio of 90+ corporate member accounts totaling over \$10 million in contract value.
- Manage the fundraising efforts of the U.S. Chamber's Of Counsel including scheduling and staffing prospect meetings with C-suite executives.
- Guide new members through the induction process from cultivation to closing and integrating into Chamber programs and initiatives.
- Serve as the primary contact to 90+ member companies and maintain positive Chamber relations with their executive and government relations teams.
- Organize and lead comprehensive corporate briefings to prospective and existing member companies in order to encourage increased participation in Chamber efforts by expanding investment.

Odell, Simms & Lynch, Inc.

Tysons Corner, VA

Account Manager

January 2015 - September 2015

- Managed large scale fundraising campaigns for clients including The National Coast Guard Museum Association.
- Served as the main point of contact for clients by responding to inquiries, emailing pertinent information and coordinating team administrative matters on a daily basis.
- Oversaw an account team of four people regarding daily fundraising and administrative activities.
- Coordinated with research team to identify major donor prospects including corporations, foundations and high-net worth individuals.
- Interfaced with prospective donors, networkers, board members and clients via phone, email, and face-to-face meetings.
- Developed letters, concept papers, proposals, grant materials and marketing materials for a variety of clients.
- Provided ongoing status reports to senior leadership on prospect pipelines and other client-related activities.
- Managed and updated database of all prospects and client-related information using SugarCRM.

Highwood Capital, LLC

Washington, D.C.

Account Executive

March 2012 - December 2014

- Served as the Deputy National Finance Director for Montana At-Large Congressman Steve Daines' successful U.S. Senate race, raising over \$2 million in 4 quarters.
- Served as the Deputy National Finance Director for Nebraska U.S. Senator Deb Fischer's successful U.S. Senate race in 2012, raising over \$1 million in less than 6 months for her General election campaign.
- Served as the Deputy National Finance Director for Kansas U.S. Senator Pat Robert's successful re-election bid, one of the top targeted races in the country, raising \$500,000 in just 6 weeks and a total of \$1.5 million in 6 quarters.
- Prepared and finalized planning memorandum and strategy documents in execution of overall finance strategy and strategic plan through coordination with C-suite executives.
- Represented the American Tort Reform Association interfacing with the organization's CEO, Tiger Joyce and key staff members in planning and executing a full-scale corporate development program for their annual membership and key projects including Trespass Liability, Consumer Protection Act, Judicial Hellholes, among other key tort reform areas.
- Consulted PGA America and its PGA REACH Program in the formulation and execution of a communications and fundraising plan to enhance brand awareness and raise funds from national sources and investors.
- Worked with Monumental Sports regarding business development and the execution of sales programs through structuring business and stakeholder partnerships with the teams and its associated venues including the Verizon Center.

Office of U.S. Senator Richard G. Lugar

Washington, D.C.

Senate Intern

June 2010 - August 2010

- Attended Foreign Relations Committee hearings and compiled policy memos for top legislative staff members.
- Interacted with constituents daily to convey and explain the Senator's policy positions and legislative priorities.

EDUCATION

University of Mississippi

Oxford, MS

Bachelor of Arts, History

December 2011

Landon School

Bethesda, MD

September 2000 - May 2007

SUMMARY

Strategic communications professional with more than eight years of experience working with high-level media, campaigns and elected officials in both the private and public sectors.

EDUCATION

Florida State University
Tallahassee, Fla.

MS | Applied American Politics and Policy

BS | Communications, Public Relations, Magna Cum Laude

ACTIVITIES

November 2016 | GOTV and election day operations volunteer for the New Hampshire Republican Party.

July 2016 | Professional volunteer at the 2016 Republican National Convention responsible for booking surrogates on NBC, MSNBC and CNBC.

2015 - 2016 | Member of the Senate Press Secretaries Association.

2013 - 2014 | Tutor for Horton's Kids, a mentoring organization that empowers at-risk children in Washington, D.C.

PROFESSIONAL EXPERIENCE

U.S. SENATE, OFFICE OF SENATOR SHELLEY MOORE CAPITO (R-W.Va.) | Washington, D.C.

Deputy Communications Director, January 2015 – Present

- Established the press office for an incoming member of the U.S. Senate.
- Spokesperson and key strategist for all communications activities.
- Helped write and prepare Senator Capito's prime-time speech in support of President-elect Donald Trump at the 2016 Republican National Convention in Cleveland.
- Developed and executed a 360 degree communication program to successfully advance Senator Capito's legislation to repeal the Clean Power Plan.
- Conceived and implemented the *WV Girls Rise Up* program to empower young women through fitness, education and confidence building activities, resulting in extensive positive media coverage.
- Write press releases, op-eds, speeches, talking points, social media plans and briefing materials.

SHELLEY MOORE CAPITO FOR U.S. SENATE | Charleston, W.Va.

Communications Director, May 2014 – December 2014

- Served as chief spokesperson and communications strategist in nationally targeted Senate race.
- Successfully pitched opposition research resulting in statewide and national media coverage.
- Briefed and staffed the candidate for major media events, including debate preparation and appearances on national public affairs programs.
- Conceived message-driven earned media tactics, including the *West Virginia Works Plan* highlighting the candidate's jobs platform during a statewide bus tour.
- Designed and implemented the campaign's social media and rapid response strategy.

CRC PUBLIC RELATIONS | Alexandria, Va.

Senior Account Executive, April 2013 – April 2014

- Provided media relations counsel to Fortune 500 corporations, political and non-profit clients.
- Crafted and executed a communications plan for the launch of Newt Gingrich's book *Breakout: Pioneers of the Future, Prison Guards of the Past, and the Epic Battle That Will Decide America's Fate*.
- Conducted media training and secured national print, TV and radio interviews for clients.

U.S. HOUSE OF REPRESENTATIVES, OFFICE OF REP. RON DESANTIS (FL-06) | Washington, D.C.

Communications Director, December 2012 – April 2013

- Served as primary spokesperson and social media strategist for Rep. Ron DeSantis.
- Established the press office and created a long-term communications strategy.
- Generated national, statewide and regional media hits.

MITT ROMNEY FOR PRESIDENT | Boston, Mass.

Surrogate and Media Affairs Manager, May 2012 – November 2012

- Led the Romney-Ryan campaign's surrogate operations, including overseeing strategic planning, media booking and managing relationships with top surrogates.
- Arranged broadcast interviews for Gov. Romney; aided campaign rapid response and bracketing.

FLORIDA GOVERNOR RICK SCOTT | Tallahassee, Fla.

Traveling Press Secretary and Deputy Communications Director, November 2010 – May 2012

- Traveled with and advised Governor Scott at state, national and international appearances.
- Provided media relations counsel on breaking news and ongoing issues.
- Served as spokesperson and coordinated all media appearances, events and press conferences.
- Created and executed radio, weekly newspaper and specialty media outreach programs.

FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION | Tallahassee, Fla.

Press Secretary, December 2007 - November 2010

- Primary media spokesperson for the agency and lead communicator for the state of Florida during the BP Deepwater Horizon oil spill in 2010.
- Led a multi-agency crisis communications team that provided emergency response updates and ensured correct information was reported about the oil spill's impact in Florida.

Holly Wheaton Greaves, CPA

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CERTIFICATIONS

Certified Public Accountant (Texas 2009/District of Columbia 2010); Certified Government Financial Manager (2014); Certified Information Systems Auditor (2014); U.S. Government Security Clearance

PROFESSIONAL EXPERIENCE

KPMG LLP

Washington, DC

August 2008 – Present

Senior Manager, Federal Audit

- Audit portfolio includes executive branch government agencies and privately held government contractors
- Provided external audit and attestation services under standards applicable to financial audits, including auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States; and Office of Management and Budget (OMB) Bulletin No. 15-02, *Audit Requirements for Federal Financial Statements*
- Managed complex client engagements and supervised multi-location teams, including managing overall engagement budget and staffing
- Reviewed and analyzed complex financial statements and note disclosures
- Identified and communicated technical matters to senior management and political appointees
- Provided supervision, counseling, and on-the-job coaching to staff, helping them to understand the objectives and implications of their assignments
- Reviewed and coordinated work papers and client deliverables, including regular status reports, and led status meetings with client management

Administrative Accomplishments

- Consistently received high ratings in annual performance reviews
- Served as the Primary Recruiter for Audit (2015 – 2016), responsible for hiring 180 professionals per year
- Served as a performance manager and mentor to senior associates and staff
- Served as a KPMG National Instructor
- Developed content for local and national training curriculum, including industry specific content for the Federal Audit practice
- Participated in multiple proposal processes to bid on new and follow-on engagement task orders

Ernst & Young LLP

Houston, Texas

August 2006 – August 2008

Assurance & Advisory Business Services, Experienced Staff

- Audit portfolio included private and publicly held companies in the airline, financial services, commercial real estate, and healthcare industries (including Fortune 500 Company)
- Coordinated audit team activities to meet objectives within budget constraints
- Significant role in audit planning and execution for multiple engagements
- Extensive knowledge and experience in Sarbanes-Oxley Compliance, including Section 404 Control Testing
- Significant role in implementing new audit software tool for audit engagement teams
- Actively researched and interpreted accounting pronouncements to assist audit teams

ACTIVITIES AND AFFILIATIONS

Elected District of Columbia Delegate to the 2016 Republican National Convention; George Washington University, *Supporting Lecturer* (2014); DC Youth Orchestra Program, *Finance Committee*; Keep Louisiana Working, *Secretary* (2013 – 2015); University of Tennessee Young Alumni Council, *Membership Chair* (2010); Junior League of Washington DC; American Institute of Certified Public Accountants; Greater Washington Society of CPAs; Information Systems Audit and Control Association

EDUCATION

University of Tennessee, Knoxville, Tennessee

Masters of Accountancy GPA: 3.6 June 2006

B.S. in Accounting GPA: 3.9 May 2005

Honors: Graduate Teaching Assistant, *Access Database Management*, Tennessee Society of Certified Public Accountants Scholarship, University of Tennessee Departmental Scholarship, Mortarboard National Honor Society

Leadership Experience: Alpha Delta Pi Sorority, *Executive Vice-President*; All Campus Events Committee, *Committee Chair*; Relay for Life Executive Committee, *Sponsorship Co-Chair*

Salary History:

(b) (6)

SARAH GREENWALT

(b) (6)

EDUCATION

University of Oklahoma College of Law

Juris Doctor

Norman, OK

May 2013

Honors:

Order of the Barristers
Academic Achievement Award – Legal Research and Writing
Dean's Honor Roll
Cole E. Adwon Scholarship for Excellence in Moot Court Competitions

Moot Court:

Top Speaker Award in Intra-school Moot Court Competition
Chicago Bar Association Moot Court Competition; Chicago, Illinois
First Amendment Moot Court Competition; Washington, D.C.

Activities:

Federalist Society
Organization for the Advancement of Women in Law
Volunteer Income Tax Assistance (VITA)

University of Oklahoma

Bachelor of Arts, Psychology

Norman, OK

May 2010

Honors:

President's Honor Roll
Dean's Honor Roll
OU Foundation Scholar, given to selected Honors College students

PROFESSIONAL EXPERIENCE

Office of the Oklahoma Attorney General

General Counsel to the Attorney General and Deputy General Counsel to the Attorney General

Oklahoma City, OK

August 2016-Present

- Provided legal counsel to the Attorney General, members of the Legislature, agency directors, and the Governor's office regarding a variety of confidential and complicated issues.
- Facilitated the Attorney General's Opinion process by composing and overseeing other attorneys in the drafting of official Opinions on a range of state and federal law questions.
- Reviewed and revised draft ballot title language for state questions and defended the Attorney General's language in the Oklahoma Supreme Court.

Assistant Solicitor General and Law Clerk

May 2012- August 2016

- Defended the constitutionality of state statutes by briefing and arguing original jurisdiction actions before the Oklahoma Supreme Court; briefed and argued high profile cases before state district and appellate courts, including issues regarding abortion regulations, school vouchers, and workers' compensation reform.
- Brought challenges on behalf of the State against federal regulations, including challenges to the EPA's "Waters of the United States" Rule and the IRS's Final Rule regarding tax credits under the Affordable Care Act.
- Drafted Petition for Certiorari and amicus brief in United States Supreme Court cases.

U.S. Department of Veterans Affairs

Law Clerk for the Office of Regional Counsel for Veterans Affairs Medical Center of OKC

Oklahoma City, OK

May 2012-Aug. 2012

- Prepared training materials on the EEOC's final regulations regarding the Americans with Disabilities Act Amendments Act of 2008 and the Privacy and HIPPA regulations of the Department of Veterans Affairs.
- Gained a practical understanding of both Administrative and Health Law.

University of Oklahoma College of Law

Research Assistant to Professor Joseph Thai

Norman, OK

May 2011-Sept. 2011

- Drafted substantive materials for utilization in legal texts such as "John Paul Stevens: In His Own Words" and a Supreme Court sourcebook, which discussed the inner workings of the United States Supreme Court.
- Performed legal research on criminal and constitutional law issues including United States Supreme Court death penalty jurisprudence and the role of supreme courts in a democratic society.

JIM GULLIFORD

(b) (6)

CAREER HISTORY

EXECUTIVE DIRECTOR Soil and Water Conservation Society 2009-2016

Responsible for all operational aspects of the Soil and Water Conservation Society; a 3000 member, 501(c)(3), private non-profit, professional society. Members include researchers, administrators, planners, policy makers, technical advisors, teachers, students, farmers and ranchers. Served as an advocate for conservation professionals, and for science-based conservation practices, programs, and policy. The mission of the Soil and Water Conservation Society is to foster the science and art of natural resource conservation on working land – land used to produce food, fiber, and other services that improve the quality of life people experience in rural and urban communities.

Published the Journal of Soil and Water Conservation Society; a peer-reviewed scientific journal of research, policy features, and editorials. Developed and hosted national conferences on issues of soil and water conservation, soil health, and agricultural water quality protection. Partnered with universities, agribusiness, and agricultural organizations to develop and implement conservation systems that supported agricultural production, improved soil health and protected water quality.

Total program responsibility: 8 staff, approximately \$1.2 million annual budget

EPA ASSISTANT ADMINISTRATOR Office of Prevention, Pesticides and Toxic Substances U.S. Environmental Protection Agency, Washington, DC 2006-2009

Responsible for the protection of public health and the environment from potential risks of pesticides and chemicals.

Regulated the use of all pesticides in the United States; providing protection for applicators, farm workers, and consumers while assuring safe, effective pesticides are available to producers to meet crop production and protection needs. Established maximum pesticide residue levels for foods; safeguarding the nation's food supply, both domestic and imported. Cultivated productive government communication with registrants, growers, academia and environmental interests through the Pesticide Program Dialogue Committee.

Regulated new and existing chemicals, and their risks in commerce. Promoted the development, use and life cycle management of safer chemicals, processes and technologies. Developed scientific, and policy elements of the Environmental Protection Agency biotechnology, nanotechnology, and endocrine disruptor screening programs.

Total program responsibility: 1,350 staff, approximately \$250 million annual budget

CAREER HISTORY - Continued...

REGIONAL ADMINISTRATOR

**U.S. Environmental Protection Agency, Region 7, Kansas City, Kansas
2001-2006**

Responsible for all aspects of planning, programming, and implementing the authorities of the US Environmental Protection Agency in Region 7 for the states of Nebraska, Iowa, Kansas and Missouri, and nine (9) tribal nations within those state boundaries. Implemented policy, managed communication, regulated industry and public utilities, and resolved issues central to environmental actions affecting a diverse group of stakeholders within states, tribes, industry and the general public.

Programs included emergency response, air and water quality permitting, chemical and pesticide regulation, hazardous waste management, and superfund site remediation. Reviewed and awarded program and project grants and contracts to state, tribal, local, and non-government organizations.

Total program responsibility: 560 staff, approximately \$500 million annual budget.

DIRECTOR

**Division of Soil Conservation, Iowa Department of Agriculture and Land Stewardship
Des Moines, Iowa
1986-2001**

**Iowa Department of Soil Conservation
Des Moines, Iowa
1982-1986**

Responsible for the development and management of soil conservation, water quality, and mine regulation programs for the State of Iowa, including matters of legislation, budget, administrative rules, employee supervision, interagency coordination and annual reporting. Program authorities included: 1) direct supervision and responsibility for field services support to Iowa's 100 soil and water conservation districts, 2) financial incentive support for installation of soil conservation and water quality protection practices, 3) program authorities for watershed, surface and groundwater quality protection, and 4) regulatory authority for coal and non-coal mining, and 5) and reclamation responsibility for abandoned mined lands.

Worked closely with USDA Natural Resources Conservation Service, Iowa State University Cooperative Extension Service, and soil and water conservation districts to assure the effective integration of federal, state and local programs to meet producer needs and achieve soil and water conservation objectives of the State of Iowa. Worked nationally with federal and state agencies to address national soil and water conservation issues including Gulf of Mexico hypoxia, wetland restoration, and Farm Bill development and implementation.

Total program responsibility: 210 staff, approximately \$26 million annual budget.

CAREER HISTORY – Continued...

ASSISTANT DIRECTOR

**Coal Extraction and Utilization Research Center
Southern Illinois University, Carbondale, Illinois
1979-1981**

ENVIRONMENTAL SPECIALIST

**Iowa Coal Project
Iowa State University, Ames, Iowa
1975-1979**

EDUCATION

Master of Science in Forestry Economics and Marketing – 1975
Iowa State University
Bachelor of Science in Forestry Management, Minor in Soil Science – 1973
Iowa State University, Ames, Iowa

PROFESSIONAL ASSOCIATIONS AND HONORS

Board of Directors, Soil Health Institute - current position

Board of Directors and Secretary, Charles Valentine Riley Memorial Foundation - current position

George Washington Carver Distinguished Service Award, Iowa State University, 2012

Soil and Water Conservation Society, 1982 to present

President's Club Membership
Iowa Chapter President, 1996

National Association of State Conservation Agencies, 1982-2001
President, 1989

Xi Sigma Pi, National Honor Society for Forestry and Natural Resources
Iowa State University Chapter, President, 1974-1975

Gamma Sigma Delta, National Honor Society for Agriculture
Iowa State University Chapter, Alumni Award of Merit, 1990

REFERENCES AVAILABLE UPON REQUEST

MANDY M. GUNASEKARA

(b) (6)

BAR MEMBERSHIP

October 2010 Colorado State Bar (Inactive as of 2015)
April 2010 Mississippi State Bar (Inactive as of 2011)

LEGISLATIVE EXPERIENCE

January 2015 - Present **U.S. Senate Committee on Environment and Public Works** **Washington, D.C.**
Majority Counsel, Chairman Jim Inhofe
Responsibilities: Manage Clean Air Act and climate change portfolios for Chairman. Plan full and subcommittee hearings and develop related legislative strategies. Coordinate efforts with Leadership, other key committees, EPW Member offices and stakeholders. Represent committee perspective before administrative agencies, state officials, industry groups, environmental organizations, and international entities.

October 2014 - January 2015 **National Association of Chemical Distributors** **Arlington, VA**
Senior Director, Legislative Affairs
Responsibilities: Engage key congressional leaders and staff on environment, energy, tax, and transportation issues impacting member companies. Coordinate association priorities with coalition efforts. Expand member companies' participation in PAC activities and manage political contributions.

March 2014 - October 2014 **U.S. House of Representatives** **Washington, D.C.**
Senior Counsel, Office of Congressman Bob Latta
Responsibilities: Prepare Congressman for Energy and Power Subcommittee hearings and markups. Oversee Environment and Economy Legislative Assistant work product. Analyze floor votes and strategize amendment opportunities. Work with committee staff and interest groups on legislative initiatives important to the Congressman and the constituency.

June 2012 - February 2014 **U.S. House of Representatives** **Washington, D.C.**
Legislative Counsel, Office of Congressman Bob Latta
Responsibilities: Manage energy, environment, trade, agriculture, immigration, labor, and homeland security issues for Congressman. Prepare Congressman for Energy and Commerce Subcommittee activity. Draft legislation relative to issue responsibility. Coordinate district trips and interface with major energy entities, manufacturers, and the agriculture community.

June 2011 - June 2012 **U. S. Senate Committee on Health, Education, Labor and Pensions** **Washington, D.C.**
Labor Research Assistant, Office of Ranking Member Mike Enzi
Responsibilities: Update Senator and staff on current labor issues. Perform legal and policy research. Provide vote recommendations. Prepare floor documents for Senator and committee staff. Research, analyze, and draft memos regarding administrative actions. Participate in all facets of labor and disability hearings, including: developing key talking points; negotiating scope of hearings with Democrat staff; vetting potential witnesses; and preparing committee staff during prehearing briefings.

March - June 2011 **U.S. House of Representatives** **Washington, D.C.**
Legal Intern, Office of Congressman Mike Coffman
Responsibilities: Correspond with constituents on a number of issues. Draft co-sponsorship memos. Facilitate stakeholder meetings for Legislative Director. Lead Capitol tours. Provide supplemental policy and legal research for legislative staff. Attend relevant hearings. Assist with general administrative tasks.

EDUCATION

2007-2010 **University of Mississippi Law School** **Oxford, MS**
Juris Doctor
Activities: Research Assistant to Prof. Serrao, Mississippi Innocence Project, Student Hurricane Legal Network for the New Orleans City Attorney's Office, Law School Student Body Public - Relations Committee Chair, Environmental Law Society - Treasurer, Public Interest Law Foundation - Member.

2003-2007 **Mississippi College** **Clinton, MS**
Bachelors of Arts, *Magna Cum Laude*
Major: Communications
Honors: President's List Scholar, Dean's List Scholar, All-Academic Sportsman, All-Conference Runner, ASC Runner of the Week, SAAC Representative, Choctaw Soccer Pride Award.

C. Paige Hanson

(b) (6)

WORK EXPERIENCE

Social Security Administration, Special Assistant/Congressional Budget Liaison

June 2017 to Present

- Office of Budget, working in both Baltimore, MD, and Washington, DC

Organization for International Investment, Director, Government Affairs

December 2015 to June 2017

- Represented and advised 185 U.S. subsidiaries of the world's largest companies (e.g., Honda, Michelin, Nestle, LVMH, Sony, and L'Oréal)
- Focused on taxation and appropriations policy implications for inbound investors
- Launched the Global Investment in America Caucus

U.S. Joint Economic Committee, Professional Staff Member for Chairman Dan Coats

March 2013 to December 2015

- Senator Coats' lead on the budget and representative to the Senate Finance Committee on Social Security, Entitlement Reform, Foster Care and Adoption policy
- Initiated and executed Senator Coats' "Waste of the Week" initiative
- Represented the Senator in policy and constituent work, also leading in these policy areas for his personal office focused on constituent representation
- Managed a Legislative Correspondent and served as Intern Coordinator

U.S. Senator Dan Coats, Legislative Assistant

March 2012 to March 2013

- Responsible for Appropriations (while Senator Coats served on the Appropriations Committee), Budget, Tax, Joint Economic Committee and Social Security policy
- Approved press releases and constituent responses on financial issues
- Attended meetings on the Senator's behalf
- Managed a Legislative Correspondent

U.S. Senate Budget Committee, Budget Analyst for Ranking Member Jeff Sessions

June 2011 to March 2012

- Analyst for Budget functions 450 (community development) and 600 (income security)
- Served as the Republican point of contact on spending to federal agencies including the Department of Agriculture and the Federal Emergency Management Agency

U.S. Senator Jeff Sessions, Legislative Correspondent

July 2010 to June 2011

- Responded to constituent correspondence on economic, tax, budget, Social Security, trade and banking issues
- Attended meetings on the Senator's behalf

U.S. Senator Jeff Sessions, Staff Assistant

July 2009 to June 2010

- Managed the front office
- Collected constituent concerns to share with the Senator
- Coordinated tours of the Capitol and White House
- Wrote non-legislative congratulatory letters

EDUCATION

Virginia Tech, Arlington, VA
M.B.A.

Expected Graduation: August 2018

Wofford College, Spartanburg, SC

May 2009

Bachelor of Arts in Government (major) and Economics (minor), Concentrations in American Government, International Politics, and Political Philosophy

Activities:

(b) (6)

DAVID S. HARLOW

(b) (6)

COUNSEL

Open to and capable of filling positions at a law firm or in-house with a company or association

Accomplished professional who combines the judgment of a business decision-maker, precision of a skilled attorney, and style of a good leader to drive achievement of corporate goals and objectives while maintaining full compliance and avoiding risk. Strategic business partner who uses extensive and diverse experience to assess, identify, and provide innovative solutions to matters primarily dealing with environmental law and advocacy. Transactional, advocacy, and litigation experience with Atomic Energy Act, National Environmental Policy Act, Clean Air/Water Act, and the Resource Conservation and Recovery Act. Able to handle novel issues in a fast-paced environment, successfully bridging gaps between disparate groups and bringing together teams to achieve a common goal. Advanced communicator who readily explains complex legal documents and concepts to non-legal business stakeholders. Hands-on leader who effectively manages teams of legal and non-legal professional and drives a culture of excellence, ethics, and compliance organization-wide through personal example, training, and program development.

PROFESSIONAL EXPERIENCE

Hunton & Williams, LLP • 1986-Present

COUNSEL (2003-PRESENT)

ASSOCIATE (1986-2003)

Key Responsibilities:

- Provide expertise in litigation, regulatory compliance, client relations, and case management to effectively represent clients in civil matters before the state, appellate, and federal courts.
- Specialize in environmental law, including energy law, water law, and natural resources law, as well as providing support in general business areas, such as administrative law, general litigation,
- Assist clients with drafting business practices that supported sustainability and sustainable operations.
- Manage entire case lifecycle, from determining if there is sufficient evidence to proceed with prosecution to assessing damages and assigning punitive monetary values to representing clients in court or negotiating settlements.
- Provide legal counsel and policy support on enforcement defense, appellate litigation, and legislative advocacy issues.

Representative Cases:

- Represented major electric utility company in licensing proceedings before the US Nuclear Regulatory Commission regarding offsite radiological emergency planning and preparedness issues at a nuclear power plant.
- Represented major chemical manufacturer in a federal enforcement action, resulting in success on summary judgment on "fair notice" grounds.
- Lobbied for balanced regulations regarding pollution and materials handling and participated in major legislative rulemaking efforts.
- Handled appellate litigation arising out of the Clean Air Act Amendments of 1990, including a successful challenge to the Mercury and Air Toxics Standards rule before the US Supreme Court.
- Represented many of the nation's largest electric utility companies and advised major pulp/paper manufacturers in connection with threatened enforcement by the US EPA for alleged violations of the modification provisions of the New Source Performance Standards and New Sources Review Program under the Clean Air Act.

EDUCATION & PROFESSIONAL ACTIVITIES

EDUCATION

- JURIS DOCTOR (JD) • University of Virginia School of Law
- BACHELOR OF ARTS, GOVERNMENT • The College of William & Mary

ADMISSIONS

- District of Columbia
- Commonwealth of Virginia

A. BRADY HENDERSON

(b) (6)

Experience

ADVANCE, OFFICE OF THE VICE PRESIDENT; WASHINGTON, DC – JANUARY 2017 - PRESENT

- Coordinate with The White House, Secret Service, and host organizations to prepare logistics, security, and run-of-show for events attended by or including the Vice President
- Serve as a Trip Lead and Site Lead, coordinating event details and movements for the Vice President

PUBLIC EVENTS, 58TH PRESIDENTIAL INAUGURAL COMMITTEE; WASHINGTON, DC – DECEMBER 2016 - JANUARY 2017

- City Wide Signage Director: Worked with Secret Service and DC Law Enforcement to create city-wide walking paths to all events and produce way-finding devices
- Served as support staff for the Make America Great Again Welcome Event at the Lincoln Memorial, Inaugural Parade and assisted the catering team

ADVANCE, DONALD J. TRUMP FOR PRESIDENT; NEW YORK, NY – FEBRUARY 2016 - DECEMBER 2016

- Created and executed campaign events and rallies, with coordination from Campaign HQ, Secret Service, hosts, and venues including responsibility for logistics, vendors, and security
- Serving as Lead, press or location coordinator for events, responsible for event details, media and movements for Mr. Trump and Governor Pence
- Assisted Production Director in contracting and supervising production companies for Pence rallies

FUSE LIGHTING DESIGNER, NEWSRING CHURCH; GREENVILLE, SC – MAY 2014 - JANUARY 2017

- Programmed and operated concert-quality lighting system for Wednesday and Sunday Services
- Contributed to service planning and stage set design for 8,000 member megachurch
- Production Director for Unify Greenville hosted in the Bon Secures Wellness Arena, Greenville SC

CLOSING MANAGER, MCDONALDS; SIMPSONVILLE, SC – FEBRUARY 2012 - SEPTEMBER 2015

- Managed the crew and floor while working towards the numbers and goals set for the restaurant each night
- Managed the close of the store and prep for opening the next morning

OWNER AND OPERATOR, 2 KIDS GOING GREEN RECYCLING; SIMPSONVILLE, SC – APRIL 2009 - OCTOBER 2015

- Coordinated and ran a weekly recycling pick up for \$8 a month after the City of Simpsonville SC stopped their recycling services

Education

Hillcrest High School; Simpsonville, SC – South Carolina High School Diploma

Skills

- Live Production and stage lighting
- Management and delegation
- Service Planning and Producing
- Vendors and Contractors Negotiation and Bidding
- Event coordination

James Hewitt

(b) (6)

Work Experience:

Dezenhall Resources, Washington, D.C.

Senior Director, April 2016-present

Associate, September 2013-June 2014

- Senior Director for the nation's leading crisis communications firm for clients undergoing a reputational crisis, unwarranted government regulation, or public scrutiny; duties include providing communications and media strategy for clients, helping implement messaging campaigns in targeted media markets; recruiting allies, drafting press releases and other statements for the press, op-ed writing, media training, earned media placement, and broadcast media booking.

Republican National Committee, Washington D.C.

Deputy Press Secretary, February 2015-Present

Deputy Director of Media Relations, June 2014-February 2015

- Responsible for all press relations with conservative-leaning media outlets and organizations; duties include placing stories geared towards attracting conservative audiences; speaking to reporters on and off-the-record; writing and providing statements on behalf of the RNC; doing radio appearances; rapid response, circulating two daily newsletters to conservative writers and reporters.
- In charge of all radio operations for the RNC; duties include pitching and booking Chairman Priebus, RNC staff and Republican surrogates to national and regional programs, writing and circulating a morning daily newsletter to producers and hosts across the country, monitoring national programs, circulating relevant news stories, staffing the Chairman before interviews, providing surrogates with relevant messaging, and compiling the weekly RNC Pundit Prep for Republican affiliated Sunday Show guests.

Education:

University of Colorado, Boulder, B.A. (May 2013)

Major: History; Minor: Political Science

Activities: Legislator, College of Arts and Sciences Student Government (April-December, 2011)

Member, Sigma Alpha Epsilon Fraternity—Judicial Board; College Republicans

Seminar: Former US Senator Hank Brown's "Icons of the American Republic," Fall 2010

CU Business Intensive Certificate (May-June 2013)

- Advanced program for non-business students to develop foundational business skills in accounting, economics, finance, marketing, leadership, operations, corporate social responsibility and personal finance.

Other Work Experience:

Congressman Cory Gardner, Washington, D.C. Office

Intern, June, 2013-September, 2013

- Duties included constituent correspondence, attendance at briefings and committee hearings on behalf of the Congressman's staff, newsletter production, research, and front deskwork.

Young Americans for Romney Coalition, Boulder, Colorado

Co-chairman, Boulder Students for Romney at the University of Colorado Boulder campus, August-November, 2012

- On campus volunteer recruitment; distribution of campaign literature and supplies to university students.
- Planned and organized local campaign stops and weekly volunteer events.

Romney for President, Lakewood, Colorado, State Headquarters

Intern, June-August, 2012

- Research for staff: composed county profile information booklet that included information on Colorado county census demographics, elected leaders, and local clubs.
- Constituent relations and volunteer recruitment.

Senator Jon Kyl, Washington D.C. Office

Intern, June-July, 2011

Page 10

Chris Hladick

(b) (6)

Objective

Obtain a position with a forward looking organization with well-defined mission and goals where my skill set can be fully utilized.

Profile

Currently I serve as the Commissioner of Commerce Community and Economic Development for the State of Alaska. Previous to this position I have held City Manager positions in Alaska since 1990 with experience in the following areas: capital projects, strategic planning, budget and finance, management and organizational development, utilities, grant writing, managing legal disputes, construction contracts, policy development, disaster preparedness, Preferred Use Agreements, and lobbying experience at the State and Federal levels. I am familiar with NEPA and ESA issues with a diverse array of challenges working with Federal and State Agencies. I have a background in commercial fisheries and 15 years of experience serving on boards for the development of Arctic Policy. Experience includes 25 years positive working relationships with city councils and 21 years of experience with union contract negotiations. For 27 years I have been an avid student or learner of sound management theory and practice and continue my quest for ever better methods. I have built or overseen the construction of powerhouses and distribution systems, roads, bridges, schools, landfill facilities, docks, sewer and water plants and distribution systems, pools, recreation facilities, office buildings, clinics, mooring buoys, boat harbors, paving projects, and many custom homes.

Experience

COMMISSIONER OF COMMERCE, COMMUNITY AND ECONOMIC DEVELOPMENT, JUNEAU, ALASKA MARCH 2015 TO PRESENT

Governor Walker personally recruited me for his cabinet. In this capacity I am responsible for six divisions and seven corporate agencies: supervising 500 employees with a budget of \$196 M for core services not including seven corporate agencies budgets. The corporate agencies consist of the following: Alaska Industrial Development and Export Authority, Alaska Energy Authority, Regulatory Commission of Alaska, Alaska Railroad, Alaska Gas line Development Corporation, Alaska Seafood Marketing Institute, and the Alcohol and Marijuana Control Office. The six divisions are: Division of Economic Development, Corporate and Business Licensing, Division of Insurance, Division of Banking and Securities, Department of Community and Regional Affairs, and Division of Administrative Services.

Currently serve on 24 various boards and commissions as well as the Arctic Council's Task Force on Arctic Marine Cooperation.

CITY MANAGER, UNALASKA, ALASKA 2001-2015

I was recruited for this position by city council and mayor at the time. Responsible for \$50M operating budgets for General and Enterprise Funds: supervising 160 employees and administering five union contracts. The City encompasses the following departments: Police, Fire and EMS, Public Works & Utilities (Water, Sewer, Electric, Landfill), Clerks, Parks Culture and Recreation, Port of Dutch Harbor, Planning, Finance and Administration. Upon arrival projects were stalled, morale was low, and a general lack of leadership was present. The following are a few of my accomplishments to date:

- ☐ Carle E Moses boat Harbor \$72M and various dock projects \$15M
- ☐ New state of the art Powerhouse \$62M, installation of fourth engine in progress \$7.5M
- ☐ New Water and Sewer Plants \$42M
- ☐ Developed Ten year visioning process, Comp Plan Update, multiple year capital plans, 45 year development plan for landfill facility, developed plan for possible oil and gas exploration impacts.
- ☐ Multiple facilities construction projects, paving, schools, pool, Parks Culture and Recreation, and landfill cells.
- ☐ Developed assessment tools and long range plans for use in 5 year Capital and Major Maintenance Plan
- ☐ Emergency Towing System

CITY MANAGER, DILLINGHAM, ALASKA 1994-2001

Responsible for \$12M General and Enterprise Funds supervising 73 employees with following departments: Police, Fire & EMS, Finance, Planning, Senior Center, Public Works, Dock, Landfill, Library and Museum. Upon arrival dealt with serious financial concerns, negative cash flows, lack of training and a host of organizational issues. Employees were organizing under Local 71. The following are some of my accomplishments while there:

- ☐ Drafted city's first Strategic Plan, Comp Plan Update, Dock Tariff update, Water and Sewer Master Plans, Long Range Harbor Plan, GIS, completed a 20 year project for erosion control on the Nushagak River, harbor improvements, roads, Local 71 left without organizing the employee's.
- ☐ Water and Sewer improvements, Landfill design and construction.
- ☐ Planned and constructed a new 1.5 acre dock facility, erosion projects for harbor.

CITY MANAGER, GALENA ALASKA 1990-1994

Responsible for \$4.6M operating budget supervising 57 employees; city operates the Electric Utility, Public Works, Water and Sewer, Medical and Dental Clinic, Mental Health, Finance, and Administration. City was in the final stages of completing the Galena Powerhouse Project. Bid at \$1.2M and built for \$6.5M. I was the sixth manager on the project in five years (with no previous experience). Acted as: Public Works Director, Electric Utilities Supervisor as well as City Manager. The following is a partial list of my accomplishments:

- Maintained Air Force power supply contract during \$1M in failures during summer of 1991. Air Force contract was underbid by \$500K. After 2.5 years of claims processing and negotiation with the Air Force the Federal Government paid off the City's bond indebtedness of \$2.8M and renegotiated power sales agreement for the Galena Air Force Station.

- Upgraded transmission system, water plant, sewer lines, streamlined Public Works and Utility departments, developed maintenance programs, rate structures, and upgraded waste heat utilization.

- Obtained funding for New Water Plant, Bond issue for powerhouse, revetment projects on the Yukon, planning for new Health Clinic, BIA Road Project.

Education

BS Environmental Biology, Eastern Illinois University 1979

Geology and Engineering, Ft. Lewis College, University of Colorado 1983-85

Various Employments

Lead Carpenter, Custom Homes, Colorado; Derrick Hand, Oil Rigs, Wyoming; Fire Cache Everglades National Park Florida; Deck Hand Barges on Upper Mississippi River.

Organizations-Past and Present

Currently I serve on twenty four boards and commissions for the State of Alaska; Alaska Seafood and Marketing Institute, Alaska Industrial Development and Export Authority, Alaska Housing and Finance and a host of others, a full list available on request. At the Federal level currently serving on the Task Force for Arctic Marine Cooperation (a subgroup of Arctic Council) and working group on Arctic Marine Protected Areas. In the past I have served with the following organizations: Alaska Arctic Policy Commission, Northern Waters Task Force, Board member Museum of the Aleutians, Municipal Managers Association, BBAHC Jake's Place Advisory Board (Dillingham), SWAMC committees, Past Co-Chair of Legislative Committee AML.

Millan N. Hupp

(b) (6)

Education

Oklahoma State University
Bachelor of Science: Hotel and Restaurant Administration. Minor: Political Science

May 2014

Experience

Political Fundraising and Operations – Attorney General Scott Pruitt
Tulsa, OK

February 2015 – present

- Primary contact/liaison for Attorney General Pruitt's political team
 - Main interface between AG Pruitt and Republican Attorneys General Association
 - Main interface between AG Pruitt and donors and political contacts
- Execution of fundraising strategies for 501c3 and Leadership PAC
 - Aided in developing and executing fundraising plans and was responsible for collection of funds
 - Prepared briefings and messaging
- Staffing and scheduling for an elected official
- Relationship cultivation and management
 - Donors, organizations, lobbyists, constituents, principals
- Managed every aspect of a campaign operation
 - Donor file
 - Record keeping
 - Finance management/ compliance with state ethics and FEC
- Inception to dissolution of two federal PACs and dissolution of a state committee
- Experience in communications, social media, general consulting, solicitation and prospecting, and polling

Embassy Suites Nashville-Airport (Aimbridge Hospitality)
10 Century Boulevard, Nashville, TN 37214 615-871-0033

July 2014-February 2015

- Business Travel Sales Manager
 - Contract negotiation and RFP bids for local and national accounts
 - Responsible for meeting quarterly sales goals
 - Relationship building through community involvement and sales blitzes
 - Work with local contacts, Hilton national account owners, and utilize available resources to move market share
 - Act as liaison between the hotel and the community

Weekend Manager on Duty shifts

Oklahoma City Convention and Visitor's Bureau
123 Park Avenue OKC, OK 73012 405-297-8912

August 2013-December 2013

- Intern: Convention Services
 - Tasked with attending to walk-in and call-in orders for visitor information
 - Accompanied supervisors on site visits for potential conventions
 - Assigned many projects involving local and national organizations
 - Researched various methods for promoting tourism and city attractions

Westin San Francisco Market Street (High gate Hotels)
50 3rd Street San Francisco, CA 94103 415-974-6400

June-July 2012

- Intern: Human Resources
 - Dealt in Microsoft Operating Systems, EV5, ADP Timesaver
 - Assisted in organization of associate appreciation events as well as hotel's participation in a city wide fundraiser (Leukemia & Lymphoma Society: Million Dollar Mission)
 - Assisted in hotel wide communication through various methods including emails and postings
 - Attended operational meetings including union grievances, mediations, workers compensation, and safety

Eskimo Joes Restaurant
501 West Elm Avenue Stillwater, OK 74074 405-372-8896

August 2010-May 2014

- Server Shift Leader

Worked my way to this position first starting out as host, then expeditor, then server, and finally server shift leader

Leadership/Activities/Service

Oklahoma Federation of Young Republicans

April 2016 - present

First District Vice-Chair

Liaison between county chapters and the executive team

Tulsa Republican Women's Club

March 2016 - present

Member

Oklahoma House PAC

Volunteered to assist with fundraisers during election cycle



Sydney M. Hupp

(b) (6)

Experience

Executive Assistant; Oklahoma Attorney General Scott Pruitt

January 2016-Present

- Proactively manage and direct the schedule for the Attorney General, in its entirety
- Primary interface between Attorney General and internal contacts, external contacts, and vendors
- Prepare detailed correspondence on behalf of the Attorney General
- Deploy exceptional organizational, logistical, and operational tactics to aid Attorney General in all endeavors

Deputy Director of Operations and Compliance; Attorney General Pruitt Political Team

June 2015-Present

- Directed annual budgeting and planning process for political team's budgets
- Contributed to organizational planning and fundraising strategy
- Executed and met financial and operational goals
- Required to meet stringent FEC and state ethics financial reporting standards and deadlines
- Managed data entry, accounts, payroll

Political Fundraising and Event Planning for Attorney General Scott Pruitt

May 2014-May 2015

- Planned and executed fundraising events to benefit Scott Pruitt for Attorney General efforts
- Wrote and edited marketing and campaign materials
- Converted handwritten donor records to Crimson Database to meet rigorous compliance standards

Server, Expediter Shift Leader & Trainer; Eskimo Joe's Restaurant

August 2011-November 2014

Education

Oklahoma State University

August 2011- May 2015

Bachelor of Science in Strategic Communications; Emphasis in Public Relations

Minor in Religious Studies

An executive director with leadership experience focused on effective and long-term organizational change management in government agencies. Proven skills in utilizing multifaceted approaches to communication and problem solving that are mission-based, open-minded, and decisive. Also possesses a legal background in environmental, energy, and administrative law at both state and federal levels.

EDUCATION

Baylor Law School

Waco, TX

J.D., Administrative Practice Concentration

July 2010

Texas State Bar No. 24074468

Licensed November 5, 2011

Washington and Lee University

Lexington, VA

B.A. Politics

June 2005

EMPLOYMENT

Texas General Land Office

Austin, TX

Chief Clerk & Deputy Land Commissioner

April 2015 - Present

- Assist the Land Commissioner in performing all duties required in his official capacity and to conduct agency business in his absence.
- Oversee and grant final approval of all budget and expenditure matters; approve all agency policies and procedures in keeping with the Commissioner's vision and goals; approve all internal audit reports; and execute binding contracts related to General Land Office (GLO) activities.
- Initiated and executed a comprehensive reorganization of all levels and aspects of the GLO to optimize business functions, improve internal and external customer service, and provide greater cost-savings to taxpayers.
- Regularly engage with members of the Texas Legislature, legislative staff, agency officials, industry leaders, stakeholder organizations, and members of the public in order to further the goals and vision of the Commissioner and GLO.

General Counsel

December 2014 – April 2016

- Serve as the chief lawyer to the Commissioner on agency matters regarding law and ethics.
- Provide substantive and procedural legal counsel to the Commissioner related to the School Land Board and Veterans Land Board agendas, litigation involving the agency, and proper adherence to the Texas Open Meetings Act and Public Information Act.
- Lead an office of attorneys and support staff, covering issues related to oil and gas, coastal lands, public lands, financial transactions, and general law (including EIR and contracting).

Texas Commission on Environmental Quality

Austin, TX

General Counsel

November 2013 - Present

- Served as the chief lawyer to the Commissioners on agency matters regarding law and ethics.
- Provided substantive and procedural legal counsel to the Commissioners related to the TCEQ agenda, litigation involving the agency, and proper adherence to the Texas Open Meetings Act and Public Information Act.
- Lead an office of attorneys and support staff, which also managed the administrative affairs of the Commissioners' offices.
- Oversaw the offices of the Chief Clerk, Public Interest Counsel, and Chief Auditor.

ANNE IDSAL

(b) (6)

Special Counsel to Chairman Bryan Shaw

February 2011 – October 2013

- Served as the primary advisor to the Chairman.
- Assisted the Chairman with legal issues, policy development, and policy implementation.
- Discussed and coordinated TCEQ environmental and energy issues with EPA, elected officials, agency leadership, industry stakeholders, and environmental groups.

Assistant General Counsel

September 2010 – January 2011

- Drafted legal notes and motions on agenda items for the Commissioners' consideration.
- Briefed and assisted the Commissioners on agenda items and other legal issues.

ORGANIZATIONS

- Leukemia & Lymphoma Society (Austin, TX) – 2017 Woman of the Year and Leadership Committee Member
- CASA of Travis County – Guardian ad Litem
- The Federalist Society – Member
- The Environmental and Natural Resources Section of the Texas State Bar – Member
- Washington and Lee University Austin Alumni Chapter – Member and Former President
- Governor's Executive Development Program XXXI – Graduate

Albert C. Kelly, Jr. "Kell"

(b) (6)

EXECUTIVE MANAGEMENT / COMMUNITY LEADER

PROFESSIONAL SUMMARY

High energy, hardworking executive who builds winning teams by motivating to high levels of performance. Leads by example. Experience successfully leading companies, local, state and national organizations. Strategic thinker. Created a business culture which emphasizes the importance of relationships with both customers and employees.

CORE COMPETENCIES

Organization, Communication, Motivational Speaker, Strategic Planning, Business Planning, Business Development, Relationship Development, Sales Training, Incentive Planning and Implementing, Team Leadership, Government Relations, Issue Advocacy, Political Activity

CAREER OVERVIEW

SPIRITBANK BRISTOW, OK

1984-PRESENT

Chairman 2012-Present; President and CEO 1990-2014; Vice President 1984-1990

Lead the bank and affiliates, to align with the board's vision. Guide executives and high level officers through daily operations, special projects, and problem management. Balance objectives internally and externally to strengthen and sustain the bank. Provide the bank a local and national presence by representing the bank at public meetings, conferences, legislative events, and sponsored events. Work in tandem with the CFO to ensure financial reporting accuracy, efficiency, asset liability management and overall profitability of the organization. Grew the bank from one location with \$35 million in assets to a multiple location, multi city bank reaching \$1.5 billion at its peak.

MCMILLAN, VASSAR & KELLY BRISTOW, OK

1980-1985

Partner

General practice of law including work in banking, domestic relationship law, contracts, personal injury, oil and gas, and real estate.

ASSISTANT DISTRICT ATTORNEY, CREEK & OKFUSKEE COUNTIES, OK

1982-1984

Assistant District Attorney

Responsible for prosecution of all types of criminal violations including docket management, jury and non-jury trials and office administration.

BENCHMARKS & MILESTONES

EXECUTIVE MANAGEMENT/LEADERSHIP

- Co-founder and Co-Chairman of TRUST (Transportation Revenue Used Strictly For Transportation) Statewide transportation coalition, chiefly responsible for dramatic increase in state transportation revenue being expended on roadways and bridges
 - Chairman of the Oklahoma Turnpike Authority: Responsible for administration of 606 miles of turnpike system in Oklahoma. The bond rating for the Oklahoma Turnpike Authority is one of the highest in the nation and the value provided its customer is one of the lowest in the country
 - Founded and led the SpiritBank Ambassador Program which educated selected SpiritBankers on the legislative process and provided issue advocacy on strategically important legislation for the state
 - Founding director of Retired Educators for Agriculture Program; a statewide program to provide high school and college students with hands-on agriculture-related internships
 - Served on City of Bristow Park Board and helped lead a \$4 million renovation of Bristow's City Park by raising all money from private sources
 - Completed Board terms on the Oklahoma State Chamber of Commerce, Tulsa Chamber Of Commerce, Oklahoma Institute for Child Advocacy, Salvation Army, Oklahoma Policy Institute, Opportunity
-

Oklahoma, Oklahoma Center for Non-Profits, Bristow Park Board.

- Manager of Family Cattle Ranch responsible for daily care of approximately 200 head of cattle

BANKING/FINANCE

- Past Chairman of the American Bankers Association which represents over 5,000 banks nationwide
- Past Chairman of American Bankers Association Community Bankers Council which is the arm or the American Bankers Association Grass Roots Advocacy effort which organized and energized the rank and file bankers into a national lobby effort
- Served on American Bankers Association Board of Director for 8 years
- Past Chairman of the Oklahoma Bankers Association responsible for the representation of the over 250 banks then in Oklahoma

OTHER ASSOCIATIONS

Young Presidents Organization
Oklahoma Bar Association
American Bar Association
Bristow Rotary Club
NAACP Life Member
American Bankers Association
Oklahoma Bankers Association
Bristow Chamber of Commerce
Tulsa Chamber of Commerce
Bristow Historical Society

EDUCATION

Juris Doctorate, University of Oklahoma, Bachelor of Business Administration, University of Oklahoma

PROFILE

- Professional Communicator and Executive-level Manager with 18 years of experience in government, politics and business with a deep understanding of the interplay between Congress, federal agencies, state legislatures, foreign governments, industry and the American public.

PROFESSIONAL EXPERIENCE

Media Sherpa


Office of The President-Elect Donald J. Trump

Presidential Transition Office, Washington D.C. 2016 – Present

- Serving as the lead media staff member for the EPA nominee, Attorney General Scott Pruitt:
 - Developed media plan and strategy to help guide nominee through confirmation process.
 - Interact with media daily and provided on the record and on background quotes and material on behalf of the Transition and nominee.
 - Accompany nominee to Senate meetings and organized media opportunities around those meetings.
 - Organize surrogates to appear on TV and radio, submit statements, letters to the editor, columns and op-eds.
 - Built a communications support team from multiple supportive organizations inside and outside the Transition.
 - Implemented systems and controls so the team knew who was to do what, when and how.
 - Developed and implemented systems to keep all media related matters and information organized and accessible.

Executive Vice President

JAMESTOWN ASSOCIATES, Tallahassee, Florida, 2014 – Present

- 
- Develop, maintain and manage clients and client portfolios for one of the nation's most respected media, public relations and political consulting firms, leading to the success of several public relations and political campaigns for the firm:
 - Opened and managed the first Florida office for the firm in Tallahassee, FL in 2014 including negotiating lease agreement, opening office and managing the grand opening and public relations of the office.

- Developed and managed a multi-million dollar book of business that includes Members of Congress, Members of the Florida Legislature, the Republican Party of Florida, political committees, county and local officials, government and non-profit groups and business clients in the gaming, healthcare, transportation, banking, waste management and military industries.
- Write, produce and manage the process involved with sending over one million pieces of political, business and legislative mail.
- Write, produce, organize filming and manage all aspects involved with dozens of television advertisements and web videos.
- Led public relations initiatives for candidates running for office that included developing and executing campaign plans, media plans and budgets.
- Drafted hundreds of press releases and managed client's media relations.

Chief of Staff

LIEUTENANT GOVERNOR OF FLORIDA, Tallahassee, Florida, 2011 — 2014

- Optimized the effectiveness of a senior executive who served as Florida's second-in-command, meeting non-stop demands, addressing unique challenges daily, and anticipating needs to provide data, resources, and support:
 - Took charge of a portfolio of three major issues of priority to Governor Rick Scott and devised strategies to establish them as the office's driving force and ingrain an image of the Lieutenant Governor as their chief advocate.
 - Created and implemented a Priorities Chart that allocates 90% of the Lieutenant Governor's time to matters involving the issues of (1) Veterans Affairs, (2) Military Affairs, and (3) Space Florida.
 - Devised a methodology to examine, vet, and justify other issues worthy of the remaining 10% of the Lieutenant Governor's time and attention, including economic development and international trade.
- Served as a liaison to the Office of the Governor, legislators, gubernatorial appointees, and other stakeholders, easily transitioning between a multiplicity of topics and managing a continuous stream of complex information.
- Managed the operations and personnel of the Lieutenant Governor's two offices in Tallahassee and Orange Park, FL.
 - Developed, implemented, monitored, and identified opportunities to continuously improve processes to coordinate scheduling, time management, messaging, media relations, legislative affairs, goal setting, and outreach.
 - Administered budgets totaling \$40.42 million for the Office of the Lieutenant Governor, Citizen Safety Task Force, Veterans Affairs, and Military Affairs to optimize accountability and ensure compliance.
 - Oriented, trained, and supervised staff members to work as a team in supporting a top-echelon political office with superior service in planning schedules with extensive travel and shifting priorities.
 - Mentored and motivated staff to develop leadership skills, inspire enthusiasm, and promote professionalism in behavior, communication, and attitudes as representatives of the Lieutenant Governor and the State.

- Managed high-profile issues with state-wide, regional, national, and international implications, with a focus on attaining goals relating to Military Affairs, Legislative Affairs, aerospace, and economic development:
 - Collaborated with Space Florida to advance scientific and economic projects, helping to solidify relationships between the Lieutenant Governor, NASA, key Congressmen, aerospace companies, and defense contractors.
 - Played an integral role in promoting dozens of Space Florida initiatives, achieving major economic development and national security victories that include winning the bid to manage the International Space Station National Laboratory, facilitating successful SpaceX missions, and expediting the startup of Orion and Commercial Crew Projects.
 - Managed a portfolio of Military Affairs issues, working on a variety of projects within Florida's 20 military installations, 3 unified commands, and the Department of Defense, Congressmen, staff members, and defense contractors, building mutually beneficial alliances, displaying respect for protocols, and gaining first-hand access to key contacts.
 - Worked with the Department of Environmental Protection, Department of Defense, and various non-government organizations to develop and implement an aggressive military base encroachment plan to preserve lands and conserve precious natural resources adjacent to military installations in order to protect defense operations.
 - Acted as a prime mover in facilitating the state's purchase of Escrimano Point, which protected one of the world's most environmentally sensitive areas from commercial development which would have disrupted flight patterns and impeded military and homeland security functions at the nearby Eglin Air force Base
 - Served as staff director to the gubernatorial designee to the Florida Defense Task Force charged with preparing Florida to potential base realignments and closures and working closely with task force chair, DOD, and Congressional officials on policies and public relations
 - Staffed and managed the Lieutenant Governor's international trade mission to South Africa in 2011, handling economic development work for an effort that produced \$40 million in trade for Florida.

Staff Director

GOVERNOR'S TASK FORCE ON CITIZEN SAFETY AND PROTECTION, Tallahassee, Florida, 2012

- Selected by Governor Rick Scott as the lead staff member for the high profile gubernatorial task force created after the shooting death of Trayvon Martin.
- Accountability for staffing, organizing meetings, coordinating work of 19 appointed members, and managing communications with the public:
- Played an integral role in the startup of the task force, managing the gubernatorial appointment process to ensure inclusion of Republican and Democrat lawmakers and a cross section of racial and professional backgrounds.

- Facilitated consensus building, brokering compromises between members to reach unanimous agreement in crafting and adopting a mission statement, guiding principles, and the scope of work of their inquiry.
- Organized seven public meetings at locations throughout Florida, managing media and public relations by preparing public notices, press releases, public statements, and information on media availability.
- Managed internal communications to ensure that members were well briefed and fully prepared for meetings, while maintaining compliance with Florida's Government in the Sunshine requirements.
- Oversaw the development of a website, working in collaborating with the IT team to design, launch, and maintain site that provides public and media access to every document related to the inquiry.
- Guided the process to successful conclusion, wrote and delivered a final report to the Governor and Legislature.

District Director

CONGRESSMAN CLIFF STEARNS UNITED STATES HOUSE OF REPRESENTATIVES,
Ocala, Florida, 2007 — 2011

- Administered three Congressional district offices located in Gainesville, Ocala, and Orange Park overseeing the daily operations, supervising a team of seven staff, and contributing to the success of multiple political campaigns:
 - Organized and executed all aspects of two highly successful general elections and one primary campaign, including two ballot access petition drives which far exceeded the number required to qualify.
 - Initiated strategies that projected a clear image of the Congressman and his concern for needs of average citizens that generated a steady increase in general election victory margins, gaining a 20 point win in the first primary
 - Managed issues relating to Florida press and media, constituent casework, community outreach, coalition building, special projects, and district communications throughout eight counties for U. S. Representative Cliff Stearns (R-FL).
 - Represented the Congressman, serving as his designated spokesperson at meetings and events across Florida, and stood in as his surrogate at debates, winning several debates over his political opponents
 - Developed an outreach plan for staff to conduct visits to communities in the district to gain understanding of the true needs and concerns of constituents and promote awareness of work being done on their behalf.
 - Designed and executed events in the district, including hosting 100 Congressional Town Hall Meetings.
 - Organized, publicized, and managed four Home Ownership Workshops during the height of the housing foreclosure crisis, providing individuals and families in distress with access to information and resources.
 - Assisted in founding and organizing Ocala Honor Flight, recognizing local World War II veterans by providing free charter flights for one-day trips to Washington D. C. to visit the WWII Memorial and other monuments.

Executive Assistant

CONGRESSMAN SHERWOOD BOEHLERT UNITED STATES HOUSE OF REPRESENTATIVES, Washington, D. C., 1998 — 2006

- Supported the work of the Congressman in carrying out his responsibilities as a U. S. Representative (R-NY), Chairman of the House Science Committee (2001-2006), and Chairman House Intelligence Committee (2004):
 - Served as Executive Secretary and Personal Assistant to the Congressman, providing oversight to ensure that all required resources were at his fingertips, developing scheduling tools to keep him and his staff on track, and managing the office budget in order to optimize accountability and ensure compliance with procedures.
 - Acted as a liaison to members and staff of Congress, the White House, and various federal agencies (with a focus on the National Aeronautics & Space Administration and the Environmental Protection Agency) to coordinate meetings and handle legislative affairs, policy development, and special projects.
 - Facilitated the establishment of new committee offices subsequent to the Congressman's rise to Chairman of Science Committee, assisting the Congressman and his staff members in transitioning into their roles.
 - Worked with members and staff of the Science Committee to promote openness, ensure fairness, and provide access to the Chairman to cut through bureaucracy and create efficient and responsive communication channels.
 - Managed the closure of the Capitol Hill office and archiving of official papers upon the Congressman's retirement

Professional Staff

COMMITTEE ON SCIENCE AND TECHNOLOGY UNITED STATES HOUSE OF REPRESENTATIVES, Washington, D.C., 2004 and 2006

- Served as Special Assistant to the Chairman during two tenures of service to the committee, exercising responsibility for organizing all facets of two Congressional Overseas Delegations that included trips to New Zealand, Australia, and various Pacific Islands with U. S. military and scientific interests:
 - Worked hand-in-hand with more than a dozen Republican and Democratic Congressmen, their spouses, and staff members who traveled with the delegation to support the mission.
 - Acted as liaison to officials and representatives of foreign countries to coordinate logistics, discuss protocols for official meetings, and acquire knowledge of their cultural practices.
 - Managed communications with key contacts in the U. S. military and U. S. State Department on details relating to travel arrangements, lodging, and accommodations for meetings and events.
 - Traveled with the delegation as the Chairman's primary staff support, maintaining the schedule, documentation, and official correspondence relating to the delegation visits.

EDUCATION

UNIVERSITY OF MARYLAND, College Park, Maryland Bachelor of Arts in Government and Politics, 1999

MONTGOMERY COLLEGE, Rockville, Maryland Associate of Arts, 1997

ACADEMIC HONORS

UNIVERSITY OF MARYLAND, College Park, Maryland Full Foreign Studies Academic Scholarship – Republic of Vietnam, 1998.

LEADERSHIP TRAINING

REPUBLICAN NATIONAL COMMITTEE, Washington, D. C. CAMPAIGN MANAGEMENT COLLEGE Certificate, 2004

BOARD APPOINTMENTS

- Fort King Heritage Association, Ocala, Florida, Board of Directors, 2010 — 2011
- Ocala Honor Flight Board, Ocala, Florida, Member, 2009 — 2011
- Florida Republican Executive Committee, Marion County, Florida, Elected Member, 2007 — 2011
- Alumni Board of Governors, Montgomery College, Elected Member, 2004 — 2006

CIVIC HONORS & AWARDS

- Special Award of Appreciation, Ocala Honor Flight, 2010
- Congressional Staffer of the Year, Air Force Association of Florida, 2008

COMMUNITY INVOLVEMENT

- Chairman, Leon County for Donald Trump for President, 2016
- Manager, Donald Trump for President North Florida Office, 2016
- Treasurer, Mary Thomas for Congress campaign, 2015-2016
- Chamber of Commerce Emerging Leaders, Ocala, Florida, Member, 2007 — 2011
- Friends of the Ocala Symphony, Ocala, Florida, Member, 2007 — 2011
- Friends of the Ocala Library, Ocala, Florida, Member, 2007 — 2011
- Kiwanis Club, Ocala, Florida, Member, 2007 — 2011
- Judy Plumley (R) for Oneida County Surrogate Court Judge, Rome, New York, 2005
- U.S. Rep. Connie Morella (R) for Congress Campaign, Bethesda, Maryland, 2002
- AmeriCorps, Prince Georges County, MD Public Schools, Reading Mentor, 1998 — 1999
- Bob Dole for President, Germantown, Maryland, 1996

COUNTRIES VISITED

- Extensive international travel, representing both the U.S. Government and State of Florida including: American Samoa, Australia, Canada, China, Dominican Republic, Fiji, Germany, Haiti, Italy, The Marshall Islands, New Zealand, Saint Martin, South Africa, Vietnam, and the Virgin Islands.

SLAWOMIR "STEVE" KOPEC

(b) (6)

OBJECTIVE: *A SKILLED TEAM LEADER WITH STAFF AND OFFICE MANAGEMENT EXPERIENCE LOOKING FOR AN OPPORTUNITY TO SERVE IN THE FEDERAL GOVERNMENT.*

SKILLS: TEAM BUILDING, OFFICE MANAGEMENT, ORGANIZING EVENTS, CUSTOMER SERVICE, MANAGING SCHEDULES AND A COMMITMENT TO IMPROVING THE COMMUNITY.

WORK EXPERIENCE:

AGATA & VALENTINA FOOD CORP - MAINTENANCE MANAGER

2015-2016

Oversaw and managed the maintenance of multiple refrigeration units.

- Handled repair and maintenance schedule and coordinated with various part and food vendors to ensure that food was delivered to correct refrigeration units and vendors efficiently repaired refrigeration units to maximize time

Maintained the various food and preparation facilities throughout New York.

- Oversaw the quality control aspect to maintain the highest standards when it came to coordination of refrigeration repairs and the routine maintenance of air conditioning units

Managed the fleet of delivery vehicles to ensure they were in the best condition possible.

- Managed the repair and maintenance schedule with a team of vendors and mechanics

Coordinated various repair and improvement projects between facilities.

- Oversaw and coordinated between multiple vendors, food delivery schedules and government officials to ensure large-scale projects were managed efficiently and legally

Kept in constant communication with management and any vendors in order to ensure budgets weren't exceeded and delivery schedules were on time.

- Implemented weekly meetings with management and outside vendors to maximize efficiency and to ensure that all levels of the company were on the same page in regards to improvement and repair projects.

HOUSING AND ESTATE MANAGER

2015-2015

Managed the day to day of a residential estate in Alpine, New Jersey.

- A "First in, Last out", mentality was needed to effectively oversee a large estate with so many moving parts.

Coordinated between multiple vendors to ensure efficiency of remodeling and improvement construction projects.

- Organized weekly meetings between estate staff, vendors, local officials and construction crews to maximize communication and efficiency.

Maintained and organized the master calendar of the estate.

- Oversaw the scheduling and management of the various repair and improvement projects throughout the estate. This was vital due to multiple private events being held there a week as well as making sure that projects did not affect each other or were duplicative in their end result.

Managed the estate staff, payroll and coordinated their schedules.

- Managed 2 dozen full-time staff members as well as hundreds of outside vendors and contractors during their time on the estate.
- Created work schedules for the full-time staff in conjunction with any projects or private events
- Oversaw the payroll process in order to ensure pay was correct and out on time

STEVE'S TOOLS IN MOTION - OWNER

2001 – 2012

Owned and operated a small business for over a decade

- Oversaw the bookkeeping of local, state, payroll and federal taxes
- Worked with large companies and corporations to ensure our tools were delivered and priced effectively
- Managed the contract process for large-scale orders

Managed a staff of 1 dozen full-time employees and dozens of part-time employees

- Managed the payroll and on-boarding process for all new employee's
- Created and maintained a bi-weekly schedule for all employee's
- Oversaw payroll for the company
- Held weekly meetings with management level staff to ensure communication and coordination of the business was as efficient and effective as it could be
- Organized monthly all staff meetings to listen to and work with anyone that had ideas and comments that could improve the business and maximize efficiency.

Spoke with customers and worked within the community on a daily basis

- Was the end point for all customer service issues
- Created a positive, customer-service oriented work environment
- Work with the community to give back through sponsoring events and charity drives

Kelly Kunding

(b) (6)

REPUBLICAN NATIONAL COMMITTEE

Washington, DC

Regional Political Trainer, June 2017 – Present

- Conduct political trainings pertaining to the Republican Leadership Initiative, GOTV, voter registration, petitioning, etc.
- Work directly with Regional Political Directors, State Directors and Regional Field Directors to execute political trainings within their states and territories
- Plan and facilitate the RNC's Campaign Management College and Campaign Finance College

OFFICE OF PRESIDENTIAL ADVANCE, EXECUTIVE OFFICE OF THE PRESIDENT

Washington, DC

Trip Coordinator, January 2017 – June 2017

- Composed line by lines for assigned trips
- Planned and executed motorcades, manifests and Presidential movements
- Scheduled travel for employees in the Office of Presidential Advance
- Constructed a budget for each assigned trip
- Served as an Advance Site for local Presidential events

58th PRESIDENTIAL INAUGURAL COMMITTEE

Washington, DC

Public Events Staff Assistant, December 2016 – January 2017

- Managed the schedule for the Director of Public Events
- Composed expense reports, contract approvals, presentations and briefs for the Director of Public Events
- Assisted with new staff approvals and the integration process for new hires

KELLY AYOTTE FOR NEW HAMPSHIRE

Manchester, NH

Hillsborough County Field Director, April 2016 – November 2016

- Planned and facilitated parades, meet and greets, rallies and political events
- Prepared oral and written briefs for the candidate
- Recruited volunteers for weekly phone banks, canvassing and events with the candidate
- Spoke on behalf of the candidate at local meetings and functions
- Managed distribution of collateral

MARCO RUBIO FOR PRESIDENT

Washington, DC

Political Staff Assistant, August 2015 – March 2016

- Managed the schedule of the Deputy Campaign Manager and the Political Director
- Scheduled and coordinated all telephone town halls, conference calls and automated phone messages
- Composed and tracked call sheets for the candidate, the Deputy Campaign Manager and Political Director
- Oversaw the campaign's nationwide Volunteer Connect (phone from home) program
- Organized local volunteer efforts, including phone banks from headquarters and Northern Virginia canvassing
- Assisted with ballot access efforts in Illinois and Virginia
- Served as point of contact on expense reports, new staff approvals, mail and phone approvals

THE ITALIAN STORE

Arlington, VA

Manager / Event Coordinator, May 2015 – August 2015

Server, December 2011 – January 2015

- Managed all phases of a gourmet food emporium

EDUCATION

Virginia Tech

Blacksburg, VA

B.A., Public Relations, May 2015

MATTHEW Z. LEOPOLD

(b) (6)

EXPERIENCE

Carlton Fields Jorden Burt, P.A.

Tallahassee, FL

Of Counsel

Mar 2015 – Present

- Attorney focusing in environment, energy, water law, and litigation. Leveraging 10 years of collective state and federal government experience to assist clients with legal disputes, regulatory concerns, and public policy challenges across a wide range of issues.
- Specialize in federal and state administrative cases, federal and state enforcement actions, natural resource matters, and pollution cleanup issues, and electric utilities.
- **Florida v. Georgia:** currently representing the State of Florida in an Original Action before the U.S. Supreme Court seeking an equitable apportionment of the waters of the Apalachicola-Chattahoochee-Flint River Basin; directed numerous expert and fact witnesses through discovery, with millions of documents exchanged between the parties; appeared in a multi-week trial in Portland, Maine before a special master, from October 31 to December 1, 2016.

Florida Department of Environmental Protection

Tallahassee, FL

General Counsel

Mar 2013 – Feb 2015

- **Management:** chief lawyer for Florida's principal environmental agency with approximately 4,000 employees; responsible for managing an office of 40 lawyers and 35 support staff that conduct enforcement of environmental laws, defensive litigation, rulemaking, legislation, client counseling, real estate transactions, and other matters; \$12 million budget; responsible for and managing numerous outside counsel and experts handling complex, high profile environmental litigation.
- **Supporting the Secretary, Governor Rick Scott, and Florida Cabinet:** acted as the primary attorney to the Department Secretary and advised the Office of Governor Rick Scott on matters within the Department's jurisdiction, including regulatory requirements and state policy for air, water, waste, and public lands; reviewed and drafted final orders issued by the Secretary, resolving challenges to Department-issued permits; acted in a quasi-judicial capacity on pending administrative challenges to Department actions; advised the Cabinet, including the Florida Attorney General's office, on issues related to state lands and litigation, including the Turkey Point Nuclear Power Plant siting project.
- **Litigation:** directed Department policy on pending matters in state and federal courts, and administrative bodies, with a focus on water law; primarily responsible for legal strategy in the Everglades cases; personally argued before the U.S. Court of Appeals for the 11th Circuit in *U.S. v. South Florida Water Management District*; reviewed and drafted appellate briefs and conducted oral argument in Florida courts.

United States Department of Justice

Washington, DC

Environment and Natural Resources Division

Jan 2007 – Feb 2013

Attorney, Law and Policy Section

- **BP Deepwater Horizon oil spill civil trial team:** responsible for case development in *U.S. v. BP Exploration and Production*, including written discovery, developing expert reports, defending and taking expert and fact depositions, pretrial briefing of summary judgment and *Daubert* motions, direct and cross examination development for trial.

MATTHEW Z. LEOPOLD

(b) (6)

- **Border Fence Land Acquisition Project:** handled several eminent domain cases to acquire lands for the U.S./Mexico border fence in Texas; assisted in defending a challenge to a border fence environmental law waiver exercised by the Secretary of Homeland Security.
- **Other litigation experience:** defensive cases challenging the Gulf of Mexico deepwater drilling moratorium; lead attorney on an Endangered Species Act case; member of a Superfund litigation team; reviewed Clean Water Act and Clean Air Act citizen suits working with litigants to address U.S. concerns; drafted successful appellate briefs and oppositions to certiorari.
- **Legal advice to client federal agencies:** helped lead an interagency group of lawyers addressing legal questions arising in the BP Deepwater Horizon oil spill response; drafted a memo to the Secretary of the Interior on oil shale matters; worked with EPA to craft a CERCLA Order to TVA to address the Kingston coal ash spill; represented DOJ to U.S. Coral Reef Task Force; reviewed environmental executive orders and policy initiatives for legal issues; drafted memos on oil spill matters; assisted the Interagency Oceans Policy Task Force and represented DOJ to the National Oceans Council.
- **Legislative, regulatory, and international work:** reviewed and commented on environmental legislation, client agency congressional testimony, and proposed rulemakings affecting DOJ interests; drafted legislation, such as proposed amendments the Oil Pollution Act and the Outer Continental Shelf Lands Act; worked with the State Department to address DOJ concerns in proposed international agreements on vessel pollution, fisheries, offshore drilling, and other matters.
- **DOJ Office of Legislative Affairs:** performed a six-month detail to the Office of Legislative Affairs to assist in responding to congressional oversight requests to the administration after the Democratic takeover of Congress in 2006.
- **Supporting the Assistant Attorney General:** drafted congressional testimony, speeches, talking points, briefing materials, and reports for the Assistant Attorney General; assisted in settlement approvals; coordinated FOIA responses.

Florida Washington Office *Federal Policy Advisor – Environment*

Washington, DC
Apr 2005 – Dec 2006

- Managed the State of Florida's environmental, energy, and agricultural policy on the federal level, working with the Florida Governor and Congressional Delegation, state agencies, and federal agencies; represented Department of Environmental Protection and Water Management Districts.
- Regularly briefed members of Congress and their staff on the federal-state partnership to restore the Everglades; participated in discussions regarding the amendment of the Clean Water Act consent decree that addresses phosphorus pollution from South Florida agriculture.

White House Office of Faith-Based and Community Initiatives *Legal Extern*

Washington, DC
May 2004 – Aug 2004

- Compiled weekly reports on agency implementation of Administration goals for the Initiative.
- Prepared speech materials for the Director and for the Associate Director for Legal Affairs.

MATTHEW Z. LEOPOLD

(b) (6)

EDUCATION	Florida State University College of Law J.D. <i>cum laude</i> (December 2004); Book Award, Statutory Interpretation	Tallahassee, FL
Activities	Research and Writing Editor, <i>FSU Journal of Transnational Law and Policy</i> Member, <i>FSU Business Review</i> Board Member, Legal Aid Foundation of the Tallahassee Bar Association Representative, FSU Congress of Graduate Students	
	University of Florida B.A. with Honors (August 1999); Major, History; Minor, Philosophy	Gainesville, FL
RECOGNITION	Appointed by U.S. Senator Marco Rubio to Florida Federal Judicial Nominating Commission (2015-2017) <i>Florida Trend</i> Magazine, Florida Legal Elite (2015) Assistant Attorney General's Award for Excellence for the Deepwater Horizon Litigation Team (2011) Assistant Attorney General's Award for Excellence for Providing Legal Advice Related to the Border Fence Land Acquisition Project (2008)	
AFFILIATIONS	The Florida Bar (June 2005); U.S. Supreme Court Bar; Federal Court Bars for the 11th Circuit Court of Appeals, Middle and Southern Districts of Florida; Environmental Law Institute; The Federalist Society; James Madison Institute Leaders Fellowship (2015-2016); Connect Florida, Statewide Leadership Institute	

DAISY C. LETENDRE

(b) (6)

EXPERIENCE

U.S. Senator Jim Inhofe (R-Okla.)

Washington, D.C.

U.S. Senate Majority Committee on Environment and Public Works

Communications Director

November 2016 – Present

- Serving as primary on-record spokesperson for Sen. Inhofe
- Overseeing messaging and press strategy for personal office and EPW Committee, staffing interviews and backgrounders
- Writing, editing and/or clearing all press content including releases, social media, op-eds, floor speeches and e-newsletters
- Initial lead press office contact with other Congressional offices, leadership offices and outside groups
- Lead project manager in the press shop for both EPW and Inhofe annual reports

Press Secretary

July 2016 – November 2016

- Writing and distributing press content including releases, statements, media advisories, ICYMI memos, and talking points
- Developing relationships with national and Hill press, EPW beat reporters, Oklahoma print, radio, and TV contacts
- Arranging off-the-record briefings prior to EPW hearings, working with policy staff to draft off-the record materials

U.S. Senate Majority Committee on Environment and Public Works

Washington, D.C.

Digital Director

July 2015 – July 2016

- Managing committee website, social media, and online presence for the committee and the Chairman
- Developing aggressive and comprehensive online communications strategies for major legislation, hearings and events
- Executing all digital outreach on committee objectives, including coordinating with outside groups and other members
- Curating content for messaging memos, digital material, and graphics for use by the entire Senate Republican Conference
- Drafting op-eds, talking points, speeches, statements and event presentations for the Chairman on a wide portfolio of issues

Communications Assistant

February 2015 – July 2015

- Drafting press releases, media advisories and ICYMI memos
- Performing day-to-day press tasks as pertaining to hearings, press conferences, mark-ups, and media appearances
- Formatting and designing layouts for committee reports, assisting with the writing and editing of report executive summaries

Generation Opportunity

Arlington, VA

Communications and Writing Associate

February 2014 – February 2015

- lead writer producing creative written content and opinion pieces based on a monthly editorial calendar
- Fostering relationships with state and national opinion editors and members of the media
- Generating a daily internal email to streamline org-wide messaging, synthesizing news, and highlighting earned media
- Coordinating with regional Press Secretaries and State Directors to develop state-specific media strategies

The Cato Institute

Washington, D.C.

Government Affairs Intern

September 2013 – December 2013

- Preparing congressional notifications detailing Cato policy positions and announcing events and conferences
- Conducting research for Cato scholars and the government affairs team on domestic and foreign policy

EDUCATION

Trinity College

Hartford, CT

Bachelor of Arts with Honors in Political Science, Minor in Philosophy

May 2013

- Concentration in Political Philosophy and American Government
- Honors Thesis: "Federalism and the Modern Presidency from Eisenhower to Obama: *If All Men Were Angels*"

LEADERSHIP & ACTIVITIES

Northfield Mount Hermon School – Class Gift Chair, Class Secretary

May 2009 – Present

DC Triathlon Club – Member and Masters Swim Program Coach

January 2015 – Present

Off The Bench Baseball (.com) – Contributing Writer

November 2015 – Present

Yale University – Guest Lecturer

June 2013

Teaching Assistant – History of Political Thought, Early Modern Political Thought

September 2012 – May 2013

Trinity Tripod – Contributing Writer

January 2013 – May 2013

Trinity College Swimming and Diving – Captain, Entertainment Chair

September 2009 – May 2013

- Susan B. Scott Award Winner, Brian Foy Captains Award Winner

SKILLS

Writing, Editing, Research, Microsoft Office, Photoshop, InDesign, Adobe Creative Cloud, Social Media, Meltwater, Public Speaking, Digital Marketing, Qualitative Data Analysis, (b) (6)

Emily Lindley

(b) (6)

Education

Baylor University
Waco, Texas
Bachelor of Arts, May, 2003
Social Work

Experience

Texas Commission on Environmental Quality – Special Assistant to the Deputy Executive Director

June 2014 – Currently

Serve as a Special Assistant to the Deputy ED who oversees agency day to day operations. Develop strategies and implement operating procedures for the agency. Oversee and help develop the agency's Legislative Appropriations Request and the Agency's annual operating budget of over \$400 million. Assist in personnel matters, contract procurement procedures, federal and state legislative implementation, and coordination of responses to media inquiries.

Texas Commission on Environmental Quality – Special Assistant to the Deputy Director, Office of Water

December 2013 – May 2014

Served as a Special Assistant to the Deputy Director for the Office of Water who oversees water permitting, water quality planning, and water supply related functions including Utilities and Districts for the state of Texas. Proactively worked with stakeholders to implement the Office of Water programs.

Texas Commission on Environmental Quality – Government Relations Liaison

November 2010 – November 2013

Coordinated agency responses to congressional and state legislative inquiries, constituent issues, legislative initiatives, and interim committee studies affecting the agency. Also coordinated the agency's testimony and participation during legislative hearings. Ensured that the Legislature was informed of the TCEQ's initiatives and activities on statewide and local levels. Created and maintained legislative bill tracking lists including implementation timelines for passed legislation.

Texas Commission on Environmental Quality – Office of Public Assistance, Program Specialist

January 2008 – November 2010

Provided compliance and technical assistance to the public, elected officials, industry, agency staff, and other governmental agencies regarding permitting issues. Evaluated and assisted in the preparation of responses to complex permitting questions and rule interpretations. Composed, edited, and prepared correspondence for the Commissioners and Executive Director to legislative members and the public.

Lilly & Company – Account Manager

August 2006 – December 2007

Assisted in client correspondence and implementing the company's fundraising, consulting, and grassroots advocacy techniques for statewide and federal campaigns. Coordinated and attended meetings between donors and federal and statewide candidates. Maintained databases and call lists for clients. Additional responsibilities included preparing invoices and serving as the liaison to multiple campaign accountants and treasurers for state and federal campaigns.

Texas Secretary of State – Executive Assistant/Scheduler

January 2005 – July 2006

Provided administrative support and technical assistance for the Secretary and Deputy Secretary. Coordinated logistics of events and speaking engagements throughout the state and at international venues for Secretary and Deputy Secretary. Maintained up to date state requirements and timeline database to be completed by the Border Affairs Division as set by the Texas Legislature.

Emily Lindley

(b) (6)

Office of the Governor, Texas – Scheduler

July 2004 – January 2005

Prepared Governor Perry's daily schedule and briefs for Governor Perry, including confidential information. Set events and Governor's involvement at each event. Maintained working relationship with the First Lady's Office to coordinate events and schedules. Coordinated meetings on behalf of the Governor and photo opportunities.

Rise School of Austin – Assistant Teacher

August 2003 – July 2004

Served as an assistant teacher at the Rise School of Austin.

Professional Training

Graduate of the Governor's Executive Development Program (Class of 2016)

Completed the Dispute Resolution Center of Austin's 40 hour Basic Mediation Training

Volunteer Experience

Meals on Wheels – Weekly Driver

Austin Women's Symphony – Member/Volunteer

Baylor Women's League of Austin – Member

Young Texans Against Cancer (YTAC) Austin, former Membership Chair and former Treasurer

References

Academic, work related, clerical, and/or personal will be furnished upon request.

Peter D. Lopez

(b) (6)

Education

M.P.A., State University of New York at Albany, Rockefeller Institute of Public Policy. G.P.A. 3.75.

B.A., Magna Cum Laude, State University of New York at Albany, Major: Public Affairs Minor: Environmental Studies G.P.A. 3.57.

A.A.S., Cum Laude, State University of New York at Cobleskill, Major: Liberal Arts/Science. G.P.A. 3.15.

Maintained gainful employment during academic year to finance education in full.

Professional Employment

Member, NYS Assembly (January 2006 to Present)

- Elected to six consecutive terms in the New York State Assembly to represent a seven county region including the Mid-Hudson, Northern Catskills, Southern Tier and Capital District.
- Collaborate in developing and passing the state budget, and legislation to promote growth, opportunity and quality of life for New Yorkers. Serve in leadership roles in a broad array of caucuses, task forces and committees.
- Actively and creatively problem-solve in order to respond to constituent concerns. Promote grassroots engagement with public, not-for profit and private sector interests to improve agricultural, environmental, energy, economic development, educational opportunities and more in New York State.

Schoharie County Clerk (January 2004 to December 2006)

- Managed a combination of union and appointed staff to operate the motor vehicle department, records filing service and archival storage of agency records. Focused on use of computer technologies to promote cost-effective service while emphasizing superior customer relations.

Executive Assistant to NYS Senator John J. Bonacic (November 2002 to November 2003)

- Directed and assisted staff in carrying out a wide variety of tasks including bill development, budget negotiation and constituent services.

District Office Director to NYS Assembly Minority Leader, John J. Faso. (February 1999 to November 2002)

- Served in a supervisory capacity to support Minority Leader Faso in responding to the needs and priorities of the people of the 126th Assembly District. Duties were similar to those exercised as Executive Assistant to Senator Bonacic, emphasizing intensive hands-on support of special projects.

Associate Director, NYS Standing Committee on Agriculture, Senator John R. Kuhl, Jr., Chairman (January 1987 to February 1989)

- Developed legislative and budgetary initiatives which supported agriculture and agribusiness in New York State. Developed targeted initiatives, prepared written reports for publication, set program agendas for the Agricultural Committee, made public presentations, coordinated public hearings and meetings, and provided technical assistance on agricultural as well as broader rural development issues.

Peter D. Lopez (Page 2 of 2)

Policy Research Director, NYS Legislative Commission on Rural Resources, Senator Charles D. Cook, Chairman (April 1983 to January 1987):

- Served the Commission in a capacity similar to the Assistant Director position. Emphasis on coordinating program staff efforts to develop legislative initiatives such as the NYS Rural Public Transportation Coordination Assistance Program (RPTCAP).

Supervisor, Town of Schoharie, New York / Member, Schoharie County Board of Supervisors (January 1990 to December 1993)

- Provided direction for Town and County governmental functions. Responsible for budget preparation and management, staff performance / review, and responding to constituent concerns. Served as chair and/or member of the following: Schoharie Youth Recreation Commission; Central Bridge Water District Board; Schoharie County Health, Social Services, Flood Control, and Finance Committees; Barton Hill Aquifer Protection Committee; Schoharie County Board of Health; Committee on Runaway/Troubled Youth; Community Services Board (Mental Health/Substances Abuse); Tri-town Assessor's Committee.
- Promoted long-range planning initiatives, specifically in the areas of land-use, economic development, and recreation. Developed grant proposals for special projects and assisted in their administration.
- Assessed statewide local roads / mass transit programs and policies as a member of Transportation Advisory Committee for the New York State Association of Counties.
- Served as member of the New York State Association of Towns Legislative Committee. Assisted the Executive Secretary and Counsel in the review of Senate, Assembly and Executive Branch initiatives affecting town governments across New York State.

Councilman, Town of Schoharie, New York (January 1988 to December 1990)

Trustee, Village of Schoharie, New York (April 1984 to April 1988)

Achievements and Awards

- City & State Magazine and NYS GOP Rising Star
- 2009 NYS Conservative Party Legislator of the Year
- SCOPE 2015 NYS Legislator of the Year Award and David Williams Award for Preservation of Freedom
- Distinguished Alumni Awards from Schoharie CSD, SUNY Cobleskill and SUNY Albany and State University of NY's Golden Anniversary Chancellor's Recognition Award
- Eagle Scout and National Eagle Scout Association Outstanding Eagle Scout,
- NY State Masons' General Douglas MacArthur Award for Service to Youth,
- Schoharie County Chamber of Commerce's Leader of the Year Award
- Forty Under Forty Rising Latino Stars Award
- Centro Civico "Corazon" Achievement Award for public service,
- Times Journal Star of the Year Award for recovery from the devastation of Hurricanes Irene and Lee.

CHRISTOPHER M. LYON

(b) (6)

-
- A results-oriented leader with a more than 20-year track record of building nimble, innovative and loyal teams that break through walls to win at the highest national level.
 - A talented writer with experience producing diverse written products, including speeches, press releases, rapid-response documents, advertising copy, news reports, digital content, policy papers, investigative studies and questionnaire responses.
 - A quick and creative innovative thinker with the demonstrated ability to see the most effective way to engage the client or consumer.
 - A thoughtful, entertaining and persuasive communicator with experience making a case on television, radio, in small groups and with newsmakers and reporters.
 - A “devastatingly effective” researcher, according to the New Jersey *Star-Ledger*, who wrote the memorandum on the Massachusetts furlough program that helped George H.W. Bush win the presidency and was an invaluable member of the hard-charging team that enabled Rudy Giuliani to become mayor of New York City.

EXPERIENCE:

INFOMENTUM LLC
Albany, New York

January 2005 to present;
January 1994 to July 2002

President

Director of consulting group specializing in strategy, communications, media relations, policy development, research and direct-mail.

Key Accomplishments:

- Served as research director for MGM’s successful eight-week \$45 million statewide ballot initiative campaign in Maryland to expand gaming opportunities. Reported to the director and worked with the rest of the senior staff on an around-the-clock basis. As research director, ran the rapid response team, backed up the media team and formulated the longer form rebuttal strategy.

(more)

- Created, wrote and edited a political news website that regularly beat the *New York Times* and the other major New York dailies in breaking new stories. Almost immediately the site became the talk of the political press, local politicians, their staffers and the lobbying community. Special features included the weekly “Throop’s Scoop” column (named after Enos Throop, a former New York governor) and the “Political Stock Market,” a fun end of the week “buy, hold and sell” rating of the week’s newsmakers.
- Served as a consultant to the New York Republican State Committee. Reported directly to the state party chairman and executive director. Assisted in creating successful messages for Governor George Pataki, Attorney General Dennis Vacco and scores of local candidates. As part of that effort, worked closely with the New York City and suburban media, the *Albany Times-Union* and other local newspapers.
- Served as a research and policy consultant for Jersey City, New Jersey Mayor Bret Schundler’s gubernatorial campaign. Reported directly to the campaign manager and the general consultant. Directed a team and worked with reporters at the *New York Times*, the *Daily News*, *New York Post*, *Philadelphia Inquirer*, *New Jersey Star-Ledger* and the Gannet New Jersey newspapers to develop stories that drove the acting-governor out of the primary – and then created the policy matrix contrast with the party establishment’s replacement candidate, that brought Schundler from 20-points down in the polls to a 16-point victory on primary day.
- Served as a strategic consultant on a U.S. Senate campaign in New Jersey. Reported directly to the campaign manager and the general consultant. Developed information and worked with reporters in the state’s media markets to uncover wrongdoing and get stories printed that led the local U.S. Attorney to initiate a federal criminal investigation against the incumbent opponent during the campaign. Almost drove the incumbent out of the race. With senior staff of campaign, brought information uncovered on the incumbent to the White House to appeal for additional financial support.
- Created an effective mail program for one of only two challenger candidates for the Legislature in Massachusetts to defeat an incumbent opponent. Reported directly to the candidate and the campaign’s senior staff.
- Appeared as a guest on MSNBC – opposite former Dukakis campaign manager Susan Estridge – and America’s Talk Channel – opposite Democratic consultant Hank Sheinkopf. Also quoted in several newspapers and television and radio reports.

(more)

- The *New York Times* (10/6/06) said, “[Lyon] is sought-after, reviled and according to foes and friends alike, good at what he does.” The *New Jersey Star-Ledger* (9/30/06) said, “[Lyon] has a reputation as a highly skilled and devastatingly effective researcher.”

NEW YORK STATE ASSEMBLY
Albany, New York

August 2002 to December 2004

Director of Metropolitan Services

Directed Assembly Minority Leader’s operations in the New York City metropolitan area. Reported directly to the chief of staff. Managed staff of five people. Responsibilities included: media outreach, advising on legislative strategy, policy development, community outreach and raising the visibility of the Conference.

GIULIANI FOR NEW YORK
New York, New York

November 1992 to January 1994

Political Director

Directed political strategy for the first successful Republican mayoral campaign in New York in 28 years. Reported directly to the campaign manager and the general consultant. Worked collaboratively with the other members of the senior staff. Managed a staff of 25 people who worked 24-hours-a-day. Ran the campaign’s rapid response team that provided information to the political, policy, research and media arms of the campaign. Engaged reporters at the *New York Times*, *New York Post*, *Daily News* and *Newsday* to shape and execute the campaign’s message. Drafted a 400-plus page vulnerability study and edited and wrote a two-volume debate policy preparation book. Wrote a path-breaking field operations memo calling for neighborhood field offices that became the backbone of the campaign’s street operation essential to victory. Also served as political director for the post-election transition team.

REPUBLICAN NATIONAL COMMITTEE
Washington, District of Columbia

March 1991 to November 1992

Research Consultant

Directed the in-the-field information gathering operations in Albany, New York and Little Rock, Arkansas in preparation for the presidential election. Reported directly to the RNC’s research director. In Arkansas, uncovered the Whitewater and Gennifer Flowers issues. During the presidential campaign wrote press releases and drafted memos on the positions taken by the Democratic nominee and wrote commentaries of his record as governor of Arkansas. Also served as information liaison to the national media as part of the team at the Republican Media Center set up at the Democratic National Convention in New York City.

(more)

FRIENDS OF PHIL GRAMM
Dallas, Texas

January 1990 to December 1990

Research Director

Developed the campaign's research program and worked with the Texas media to implement the campaign's message. Reported directly to the campaign manager. Managed a paid staff of 20 people. Produced a 300-plus page book detailing the policy, personal and professional foibles of the opponent.

FRIENDS OF GIULIANI
New York, New York

June 1989 to November 1989

Research Director

Directed the campaign's nationally acclaimed research program. Reported to the campaign manager and general consultant. Wrote memoranda on issues ranging from campaign strategy to ethnic concerns; from personal finances and conflicts-of-interests to issues of urban policy. Worked with the New York media to move negative stories on the opponent that brought Rudy Giuliani from 28 points down in the polls in September to within 1.4% of victory in the general election.

REPUBLICAN NATIONAL COMMITTEE
Washington, District of Columbia

April 1988 to June 1989

Senior Analyst, Opposition Research

Wrote press releases and drafted memoranda on state-based issues – including the Willie Horton case, the Boston Harbor debacle and the Pledge of Allegiance issue in Brookline – of the Democratic nominee. Worked with a team of six other senior analysts. Reported directly to the research director. Also produced a 30-minute video analysis of Michael Dukakis' ability to communicate on television. Traveled to the Democratic National Convention in Atlanta and the Republican National Convention in New Orleans to serve as a liaison to the national media.

GEORGE BUSH FOR PRESIDENT
Washington, District of Columbia

March 1987 to April 1988

Research Analyst

Wrote memoranda for the Vice President and national senior staff analyzing the issue positions of the opposition candidates. Responsible for producing opposition research during the Republican primaries. Also served as press secretary for the Iowa caucuses, media liaison for the
(more)

New Hampshire primary and surrogate scheduler for the South Carolina primary. During the summer, directed the campaign's intern program.

EDUCATION:

BOSTON COLLEGE, Chestnut Hill, Massachusetts
Bachelor of Arts, 1986, Member of the College of Arts & Sciences Honors Program

COLUMBIA UNIVERSITY, New York, New York
2002-2004, Graduate School of Journalism

References Available Upon Request

Professional Experience**Hess Corporation****Manager, Government Affairs & HessPAC****Washington, D.C.****June 2015-Present**

- Serve as Hess' sole point of contact with the United States Congress in order to advocate on behalf of the company's legislative and regulatory priorities.
- Coordinate with senior executives to identify corporate priorities to effectively mitigate against legislative and regulatory risks to the company's license to operate.
- Represent Hess at relevant trade associations to initiate coalition building with like-minded companies to advance key industry initiatives.
- Launched Hess Corporation's political action committee, HessPAC, to enhance the political awareness of the company's employees.
- Develop and execute a strategic outreach and communications plan to recruit new HessPAC members.

BP America**Director, Communications & External Affairs****Washington, D.C.****March 2015 – June 2015**

- Maintained responsibility for all initiatives created while serving as Associate Director of US Federal Government Affairs, while continuing to execute the responsibilities as outlined below.
- Managed BP's relationships with Members of the U.S. House of Representatives and advocated Congress on the company's legislative and regulatory priorities for all business units.

Associate Director, Communications & External Affairs**November 2011-March 2015**

- Engaged on a day-to-day basis with key Congressional stakeholders to create opportunities and mitigate risks for BP's downstream business unit.
- Coordinated with Regulatory Affairs team to engage relevant regulatory agencies.
- Utilized sponsorships, trade associations, PAC contributions and community engagements in a strategic way to maximize value for the company.

United States Senator Kay Bailey Hutchison (R-TX)**Legislative Assistant****Washington, D.C.****January 2009-November 2011**

- Served as senior staff and advised the Senator on a legislative portfolio consisting of energy, environment, agriculture, natural resources, and made policy recommendations to the Senator.
- Collaborated with Senate Leadership and the pertinent committees.
- Prepared talking points for Senator Hutchison's floor speeches, press interviews and speaking engagements, based on thorough research and firsthand knowledge of policy issues.
- Prepared Senator Hutchison for meetings by writing event briefs for the Senator's reference.
- Met with Mayors, City Managers and local officials on behalf Senator Hutchison to discuss local appropriation and grant requests as well as the legislative agenda of Texas localities.

United States Small Business Administration (Presidential Appointee)**Washington, D.C.**

- Appointed by President George W. Bush to serve at the U.S. Small Business Administration (SBA).

Policy Analyst**Office of Policy and Strategic Planning****January 2008-January 2009**

- Advised the Administrator on the development of SBA's policies in the areas of energy, internal trade, health care and economic development.
- Attended weekly briefings with the National Economic Council to provide updates and offer input on Administration policies.
- Provide briefing material to White House staff; this information was used in press releases, website content and speeches by President Bush.
- Reviewed, commented and approved all SBA documents to ensure compliance with the administration's priorities.

OWEN McDONOUGH, PhD

(b) (6)

PROFILE	Experienced, passionate, and highly personable aquatic ecology PhD and environmental policy analyst with expertise in the Clean Water Act and jurisdictional waters of the United States, stormwater and floodplain management, wetland delineation, ecosystem restoration / mitigation, water quality trading, and the Endangered Species Act
OBJECTIVE	I strive to collaboratively and creatively apply my scientific and policy expertise to address pressing environmental challenges.
EDUCATION	<p>PhD, Wetland & Stream Ecology (2013) University of Maryland, College Park, MD GPA 3.90, Darwin Fellow, Garden Club of America Scholar</p> <p>BS, Ecology (2005) The College of William & Mary, Williamsburg, VA GPA 3.90, Phi Beta Kappa, <i>summa cum laude</i></p>
SKILLS	Environmental science and policy, scientific research, watershed management, freshwater ecology, ecosystem restoration, statistical analysis and data analytics (R, MatLab, Excel), water quality monitoring, biogeochemistry, soil science, Microsoft Office, PC and Mac operating systems, excellent written and oral communications
EXPERIENCE	<p>Senior Program Mgr., Environmental Policy, National Association of Home Builders 2014 - Present, Washington, DC</p> <ul style="list-style-type: none">• Engage with federal agency staff (EPA, USACE, FEMA, HUD, FWS, CEQ) to advocate for environmental policies that both protect natural resources and promote responsible land development• Analyze policy, regulation, and legislation related to the Clean Water Act, National Flood Insurance Act, and Endangered Species Act, and assess impacts on the residential construction industry• Manage technical assistance programs for approximately 750 state and local home building associations on key environmental issues; my recent advocacy efforts resulted in more than \$100 million in annual savings to the residential construction industry• Member: Waters Advocacy Coalition; Federal Water Quality Coalition; NAHB Environmental Issues Committee <p>Post - Doctoral Fellow, US EPA Office of Wetlands, Oceans, & Watersheds 2013 - 2014, Washington, DC</p> <ul style="list-style-type: none">• Supported EPA's Healthy Watersheds Initiative, a non-regulatory program engaging with local, state, and federal partners to promote a proactive approach to meet the goals of the

Clean Water Act by identifying and protecting our nation's healthy watersheds and the ecosystem services they support

- Member: Chesapeake Bay Program Maintain Healthy Watersheds Goal Implementation Team; Office of Science & Technology Biological Condition Gradient Team

Graduate Research Associate, University of Maryland

2006 - 2012, College Park, MD

- Successfully proposed, implemented, and defended my doctoral dissertation evaluating hydrologic and ecologic connectivity between isolated wetlands, ephemeral streams, and downstream navigable waters
- Mentored undergraduate interns in the environmental sciences
- Presented research at local and national conferences (e.g., Society of Freshwater Scientists, Society of Wetland Scientists, American Geophysical Union); published research in peer reviewed journals
- Teaching Assistant: Principles of Biology & Ecology; Stream Restoration

Stormwater Inspector, Harris County Department of Public Infrastructure

2005 - 2006, Houston, TX

- Inspected residential and commercial development in the nation's fourth largest metropolitan area for compliance with local, state, and federal stormwater management regulations
- Worked with builders and developers to design and implement on-site stormwater management plans and install / maintain sediment controls to mitigate stormwater pollution
- Evaluated efficiency of stormwater best management practices to mitigate water quality impairment

PUBLICATIONS

McDonough, O.T. 2015. Taking Notice of WOTUS: A Home Building Industry Perspective. *Environmental Law Institute National Wetlands Newsletter* 37(4): 10-11.

McDonough, O.T., M.W. Lang, J.D. Hosen, and M.A. Palmer. 2015. Surface hydrologic connectivity between Delmarva Bay wetlands and nearby streams along a gradient of agricultural alteration. *Wetlands* 35: 41-53.

Palmer, M.A., and **O.T. McDonough**. 2013. Ecological restoration to conserve and recover river ecosystem services. In: *River Conservation: Challenges and Opportunities* (S. Sabater and A. Eloise, eds). BBVA Foundation.

Lang, M.W., **O.T. McDonough**, G.W. McCarty, R.A. Oesterling, and B. Wilen. 2012. Enhanced detection of wetland-stream connectivity using LiDAR: Implications for improved wetland conservation and management. *Wetlands* 32: 461-473.

McDonough, O.T., J.D. Hosen, and M.A. Palmer. 2011. Temporary streams: the hydrology, geography, and ecology of non-perennially flowing waters. In: *River Ecosystems: Dynamics, Management and Conservation* (H.S. Elliot and L.E. Martin, eds). Nova Science Pub., Inc., Hauppauge, NY.

Forrest W. McMurray

(b) (6)

OBJECTIVE

To utilize my previous campaign and work experience to be a part of a team and gain valuable knowledge in the political process.

HIGHLIGHTS OF QUALIFICATIONS

- Fast to learn and listen to others
- Excellent independent and team worker
- Problem-solving skills and attention to detail
- Positive attitude and hard-working
- Excellent people skills

EDUCATION

University of Oklahoma, Norman, OK Graduated May 2016

Bachelor of Arts in Political Science

Minor in Constitutional Studies

PROFESSIONAL EXPERIENCE

Campaign Account Specialist, Tulsa, OK February 2017-Current

Tulsa Area United Way

- Managed volunteers with campaign assignments in analyzing, organizing, and executing campaign effort.
- Served as liaison between Workplace Campaign and Marketing/Communications in development of campaign branding.
- *Develop* and execute yearly work plans for assigned campaign responsibilities.

Loaned Executive, Tulsa, OK August 2016-November 2016

Tulsa Area United Way

- *Fundraised* over \$405,000 within twelve weeks.
- Developed new accounts and managed over 300 existing company-giving campaigns.
- Acquired marketing experience through specialized training including modern marketing platforms.
- Gained experience in developing complex procedural elements of market rollout plans.

Field Representative, Tulsa, OK January 2014- July 2014

Friends of John Doak for State Insurance Commissioner Campaign

- *Planned and coordinated* speaking engagements for the candidate
- Attended and assisted in organizing events, fundraisers, and rallies
- Worked on campaign operations such as door knocking, cold calling, and fundraising
- Planned and coordinated speaking engagements for the candidate

Board Member, Oklahoma May 2012-May 2014

"Freedom Rises" Oklahoma Statewide Political Event

- An event to bring Col. Oliver North to Tulsa

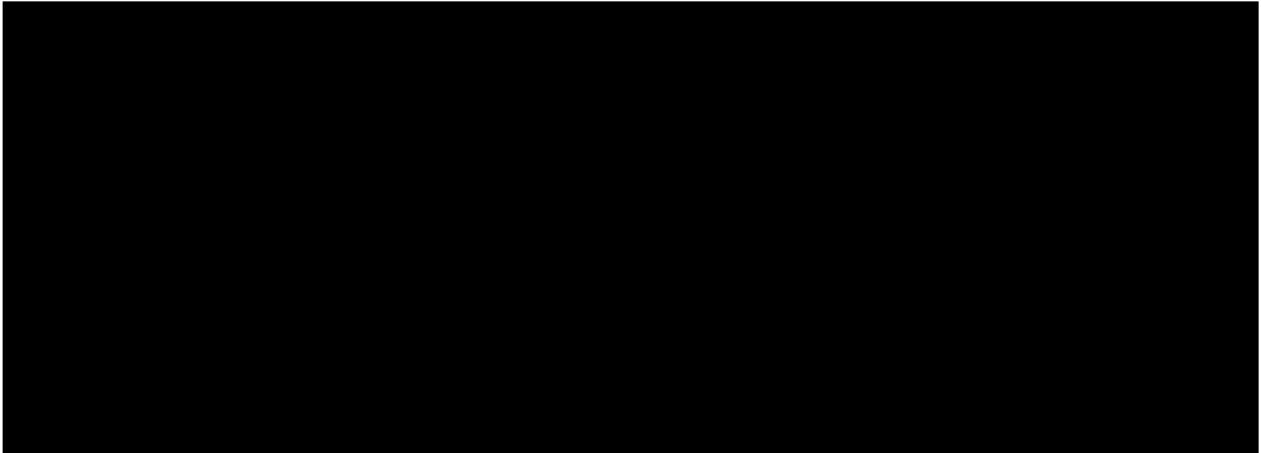
- Recruited sponsors for event
- Managed speaker relations in preparation of event
- Coordinated with board members and staff on day of event

Personal Aide, Tulsa, OK May 2012-September 2012

Bill Christiansen, Tulsa Mayoral Candidate

- Created a media release and press packet
- Worked as candidate's shadow for speaking engagements, events, and fundraisers.
- Planned and coordinated speaking events for the candidate
- Designed, packaged, and implemented the delivery of an effective direct mailer

REFERENCES



MADELINE G. MORRIS

(b) (6)

PROFESSIONAL EXPERIENCE**Koch Companies Public Sector***Federal Affairs Specialist*Washington, DC
December 2012-Present

- Manage calendars for Vice President and multiple lobbyists, including meetings with Members of Congress and business leaders
- Backup assistant and Washington DC assistant to President of Public Affairs
- Coordinate all travel arrangements and expense reports for Vice President and multiple lobbyists
- Administer process for complying with federal lobbying activity reporting requirements, including drafting and submitting LD2
- Oversee payment request and contracts for outside consultants
- Manage charitable giving for Federal Affairs with budget of over \$2 million, working with various charities to maximize value at all charitable events
- Research energy and federal budget issues, and create graphs and presentations for internal and external use
- Monitor Congressional hearings and floor activity, as well as track various legislation

House of Representatives, Congressman Rehberg (MT)*Scheduler/Executive Assistant*Washington, DC
November 2010 – December 2012

- Maintained daily calendar, as well as provided a daily briefing with a detailed agenda of all meetings and events
- Coordinated meetings in DC as well as in the district
- Strategized and formulated logistics for all district work periods; largest involving 30 cities, 100 events, and 4 different states
- Coordinated all travel logistics for the Member including transportation and accommodations
- Acted as primary liaison to Members, Constituents, Committee Staff, the White House, and Government Agencies
- Reviewed, prioritized and responded to Member's mail and invitations, averaging 60+ meeting requests weekly

Rehberg for Senate Campaign*Scheduler/Volunteer*Washington, DC/Missoula, MT
February 2010 – November 2012

- Coordinated all PAC and national fundraising calls and events
- Participated in grassroots efforts of phone banking, door knocking, and canvassing
- Planned and organized statewide bus tours; including 32 rallies with local and statewide candidates
- Scheduled events for Surrogates including: Gov. Christie, Sen. McCain, Sen. Thune, and Sen. Barrasso

House of Representatives, Congressman Rehberg (MT)*Staff Assistant*Washington, DC
November 2009- November 2010

- Managed front office, answered all calls, and greeted meetings for all staff
- Sorted and distributed all constituent correspondence, averaging 1000+ correspondences weekly
- Coordinated and oversaw Congressional Internship Program for Washington, DC Office

United States Senate, Sergeant of Arms*Doorkeeper*Washington, DC
July 2009 – October 2009

- Enforced decorum and procedure of the Senate galleries and locations across the Capitol Complex
- Responded to daily public and business visitor's inquiries concerning Senate protocol and their daily business.
- Interacted with and managed large crowds of visitors to the Senate as well as during Capitol protest and security threats

United States Senate, Republican Cloakroom*Intern*Washington, DC
June 2009-July 2009

- Supervised, managed, and mentored over 20 Pages supporting Republican Cloakroom
- Trained Pages about the Senate Floor practices, procedure, and the responsibility and duty of being a Senate Page

VOLUNTEERISM**Montana State Society***Board Member*Washington, DC
May 2011 – Present

- Organize and coordinate several annual events and monthly meetings for Montanans living in the DC area

USO*USO Airport Lounge Volunteer*Washington, DC
Bi-Weekly, July 2011- August 2016

- Staff Reagan National USO Lounge providing support for military service members and family

EDUCATION**Gonzaga University, Spokane, WA****Bachelor of Arts, Major: Philosophy**

2007

Charles Munoz



CM

Objective

Talented Professional is eager to accept accountability and to advance specific causes in any and every way utilizing knowledge, skills and acquired experience to achieve unprecedented results.

Experience

Presidential Inaugural Committee – Public Liaison’s Office **Washington, D.C. – December, 2016 to Present**

Being the main point of contact for multiple local governments and state political parties across the country in advance of the Presidential Inauguration.

Nevada & Arizona* State Director, Donald J. Trump for President **Nevada & Arizona — August, 2015 – November, 2016**

Summary:

- Oversee and manage the daily operations of 6 offices in 2 states
 - Managed over 2 dozen campaign staff and hundreds of volunteers
 - Develop and implement caucus and delegate trainings
 - Manage statewide media plans for the Trump campaign, Trump family and surrogates
 - Designed a statewide caucus and precinct field plan and website for Get Out to Caucus efforts
- * Arizona for primary only

Accomplishments

- Won the Nevada caucuses by 22 points (record turnout statewide)
- Won the Arizona primary by 22.2 points (record turnout statewide)
- Notable Campaign Endorsements: Arizona State Treasurer Jeff DeWit, Maricopa County Sheriff Joe Arpaio, Governor Jan Brewer

President, Rebel Public Affairs **Las Vegas, Nevada — 2014 – August, 2015**

Consulting various political candidates, politicians, and organizations on how to properly fundraise, develop creative materials, create and implement marketing campaigns, adequately use current and new forms of technology to advance messaging.

Deputy State Director, Americans for Prosperity-Foundation Nevada **Las Vegas, Nevada — January, 2011 - July, 2014**

Summary:

- Oversee daily operations within the state office and formulate and implement agreed to goals.

- Work with staff to create and implement a statewide legislative action plan and assist on national issues of importance.
- Lead the staff by developing and generating a seven-figure state budget through fundraising activities to sustain state chapter
- Represent the organization as a spokesperson for the state through consistent branding.
- Write and edit creative copy for marketing materials, mail and door pieces.

Accomplishments

- Hired and trained over 20 staff members in Nevada
- Traveled the country hiring and training new staff for new state chapters
- Developed multiple multi-year marketing campaigns for various state chapters
- Member of national team that developed training, and organizational materials for other state chapters
- Assisted in the development and implementation of a new Chief Technology Officer position
- Co-founded Nevada chapter
- Built membership from zero to over 65,000

Education

University of Nevada-Las Vegas **History (Bachelors) — 2008 - 2013**

- College Republican Debate Team
- Pi Kappa Alpha Fraternity - Vice President & President

Skills & Awards

Skills

- Public speaking
- Recruitment and training of staff
- Community organizing
- Marketing
- Creative content creation
- Copywriting

Awards

The American Association of Political Consultants "The Pollie Awards":

- Door Hanger – Gold "Rubber Stamp Super Door Hanger"
- Best Use of Talking Mail – Gold "I'll Plant the Flag"
- Best Use of Social Pressure – Silver "Lost Jobs"
- For Membership Organization – Silver "I Am AFP Testimony"
- Best Use of Humor – Silver "Fire Acrobats"
- Most Original/Innovative Collateral Material – Bronze "Freedom Day"

References

Available upon request.

CHRISTIAN R. PALICH

(b) (6)

EDUCATION

Kent State University

Kent, Ohio

Major: B.A. Political Science; Minor: History

Degree Conferred 2009

PROFESSIONAL EXPERIENCE

President, Ohio Coal Association

9/2014-Present

- President of large, state-wide trade association representing members in the coal mining energy industry sector. Advocates Association interests before state and federal lawmakers, regulatory agencies, executive agencies, media, industry groups and communities.
- Represents Association in matters involving legislative, policy or regulatory issues affecting the coal industry and/or broader energy industry. Actively promotes Association interests in print, television, and radio media. Has appeared on Fox News and Fox Business as well as state wide television.
- Drafts articles, press releases and op-eds on issues affecting Association members. Provides live interviews to local, state and national press outlets and presents testimony to regulatory and legislative bodies on issues affecting Association members and the energy industry.
- Manages annual budget of \$500k. Establishes operating, marketing and fundraising targets; recruits, trains and supervises Association staff; liaises with legal counsel on issues affecting the Association.
- Coordinates meetings with public officials, industry conferences and Association events. Procures commitments from high-profile public officials to speak at Association events and to meet with Association members.
- Managed Ohio Coal Political Action Committee both on budget, fundraising, and political strategy of financial support for both State and Federal candidates.
- Honored in January 2016 as one of "20 People to Know in Energy" by Columbus Business Journal.

Manager, Government Affairs, Ohio Coal Association

9/2013-9/2014

- Communicated Association and coal mining industry concerns and issues before state and federal lawmakers, regulatory agencies and executive agencies.
- Served as point of contact for media outlets, including local, state and national media. Provided on-the-record, live interviews to several national media establishments.
- Monitored daily updates and status of complex energy legislation, rulemakings and budget issues affecting Association members and/or the broader energy industry. Prepared white papers and position statements for use in advocating Association and industry interests.

Political Director, Bill Johnson for Congress (OH-6)

5/2012-7/2013

- Served as Political Director for U.S. Congressman Bill Johnson whose district includes Ohio's crucial energy corridor (mining, oil and gas).

- Senior Staff on Congressman Johnson's successful re-election campaign, which was specially targeted by the Democratic National Committee as a "Red to Blue" race. Oversaw campaign strategy which resulted in an increased margin-of-victory in the District over previous reelection campaign.
- Developed and executed strategy for targeted campaigning and accompanied Congressman Johnson to all campaign events.
- Researched issues critical to the District constituency and prepared talking points and speeches on various topics, policies and legislation.

District/Outreach Director, Congressman Bill Johnson (OH-6) *1/2011-5/2012*

- Served in capacity as both District Director and Outreach Director for Congressman Bill Johnson. Acted as surrogate for Congressman at campaign and community events, including speaking commitments and community events.
- Served as District Policy Liaison and coordinated with Congressman Johnson's Washington D.C. Office on critical District and policy issues. Educated District Staff on important policy and legislative issues and coordinated communication strategies with constituents. Assisted in the formulation and execution of an effective communication strategy for the overall District and constituents.

Transition Director, Congressman-Elect Bill Johnson (OH-6) *11/2010-1/2011*

- Served as Transition Director after Congressman-Elect Bill Johnson's successful campaign.
- Determined strategic placement of Congressional field offices and managed the transition from campaign organization to Congressional Office for the first-time Congressman.
- Coordinated and scheduled all transition meetings and activities.

Political Director, Bill Johnson for Congress (OH-6) *12/2009-11/2010*

- Served as Political Director during Bill Johnson's successful, inaugural candidacy for the U.S. House of Representatives against well-known incumbent, Charlie Wilson.
- Maintained busy campaign schedule, coordinated all travel and logistics and accompanied candidate to campaign events.
- Served as surrogate for Candidate Johnson at numerous campaign and community events including many speaking engagements.
- Participated in the development of general campaign strategy and constituency outreach.
- Coordinated with campaign Communications team and advisors in managing constituent messaging, preparing for debates and developing policy talking points.

REFERENCES

Available upon request.

AARON E. RINGEL

(b) (6)

PROFESSIONAL EXPERIENCE

Congressman Richard Hudson (NC-08)

Deputy Chief of Staff (February 2017 - Present) Washington, D.C.

- ♦ Chief policy advisor on legislative matters, with specific focus on handling all work related to Rep. Hudson's position on the House Committee on Energy and Commerce, Subcommittees on Energy and Environment
- ♦ Crafted detailed legislative strategy and managed all legislative staff in the execution of the Congressman's work related to his position as Deputy Republican Whip and member of the House Steering Committee

Congressman Mike Pompeo (KS-04)

Legislative Director (April 2014 - February 2017) Washington, D.C.

- ♦ Chief policy advisor on legislative matters, with specific focus on handling all work related to Rep. Pompeo's position on the House Committee on Energy and Commerce, Subcommittees on Energy and Power and Communication and Technology
- ♦ Crafted legislative strategy that led to the Congressman's "Natural Gas Pipeline Permitting Reform Act" being passed by a bi-partisan majority of the House within the first month of the 114th Congress
- ♦ Directly manage legislative staff to execute the Congressman's agenda and work related to his position on the House Permanent Select Committee Intelligence

Congressman Michael Grimm (NY-13/11)

Legislative Director (January 2011 - April 2014) Washington, D.C.

- ♦ Chief policy advisor on all legislative matters with specific focus on Energy, Environment, Labor, Transportation, Taxes, Trade, and Appropriations as well as Rep. Grimm's work as co-chair of the Congressional Maritime and Public Transportation Caucuses
- ♦ Successfully crafted and executed bi-partisan legislative campaign that led to passage of "The New York City Natural Gas Supply Enhancement Act" in the House and Senate, which the President signed into law
- ♦ Designed and implemented a legislative strategy for the 112th Congress that directly led to the Congressman passing and having signed into law the most legislation of any first term member of Congress

Michael Grimm for Congress

Campaign Manager, NY-13 (2010) & NY-11 (2012) Staten Island, N.Y.

- ♦ Managed primary and general election campaigns to elect Michael Grimm (R) to New York's 13th & 11th Congressional District and his successful re-election in 2012
- ♦ Directed all aspects of the campaign, including over \$1.5 million in expenditures for both 2010 & 2012, staff hiring and oversight, volunteer training, policy development, fundraising, strategy and preparation for all direct mail, research, budgeting, internal/external polling, and voter outreach
- ♦ Won both a contested primary and general election versus a well-funded incumbent and challenger

Dynetics, Inc.

Congressional Analyst (July 2009 – June 2010) Arlington, V.A.

- ◆ Produced and guided Congressional engagement and funding strategies for DoD clients with program appropriations totaling over \$8 billion in the FY10 defense spending bill
- ◆ Leveraged professional contacts on Capitol Hill to obtain both information and Congressional products regarding current and future legislation impacting client programs

Congressman Vito Fossella (NY-13)

Legislative Assistant (January 2008 – January 2009) Washington, D.C.

- ◆ Provided analysis and legislative guidance on issue relating to Energy, Climate Change, Environment Defense, International Relations, Homeland Security, and Intelligence
- ◆ Lead all work related to Rep. Fossella's position on the House Committee on Energy and Commerce related to oil and natural gas supply and distribution

Bracewell & Giuliani LLP

Legislative Assistant, Government Relations (May 2006 – January 2008) Washington, D.C.

- ◆ Provided detailed legislative planning and research regarding energy, oil and gas supply and generation, climate change, environment, and appropriations
- ◆ Composed op-ed pieces, coalition newsletters, press research, media monitoring and web site development for several major oil and gas as well as electric generation coalitions

United States Marine Corps Reserve (May 2001 – January 2009)

Platoon Sergeant, Surgical Company Bravo, Bolling Air Force Base, Washington, D.C.

- ◆ Established and organized the training of a combined Navy/Marine Corps Platoon while also ensuring proper leadership growth and development of the Marines under my command

Arabic Linguist, C Company 2nd Military Police Battalion Ar Ramadi, Iraq

- ◆ Responsible for ensuring mission success by conducting Company and Platoon level liaison support with Iraqi citizens and foreign contractors on a daily basis
- ◆ Conducted meetings between U.S./Iraqi Police training teams and local military and civilian leadership

EDUCATION

M.A., U.S. Foreign Policy (U.S. Energy Security) *magna cum laude* (December 2008)

American University, School of International Service, Washington, D.C.

B.A., Political Science & International Studies (May 2004)

The University of Kansas, Lawrence, K.S.

A.A., Political Science (May 2000)

New Mexico Military Institute, Roswell, N.M.

AWARDS AND SKILLS

- ◆ Received a Fulbright grant to lecture on American campaign strategy at Masaryk University, Brno, Czech Republic (2010)
- ◆ Certificate of Commendation (U.S. Marine Corps)
- ◆ Able to read/write/converse in Arabic (Iraqi dialect) and Hebrew

Christian Rodrick

(b) (6)

Education

The University of Massachusetts Amherst

Fall, 2011- Spring, 2015

Bachelor of Science - Political Science

Employment

Innovative Federal Strategies, LLC

Washington, DC

Legislative Associate

March 2017- Present

- Oversaw Innovative Federal Strategies domestic client portfolio.
- Drafted testimony for clients appearing before congressional committee hearings.
- Prepared clients and staff for upcoming meetings with Congress and federal agencies.
- Kept clients up-to-date on pertinent legislative actions and grant opportunities by preparing weekly and monthly legislative memos.

Office of Congressman Mike Pompeo

Washington, DC

Legislative Correspondent

May 2016- March 2017

- Managed the Congressman's Education, Immigration, Family Values/Abortion and Social Security legislative portfolios.
- Coordinated legislative correspondence with constituents from Kansas's fourth congressional district.
- Wrote letters for numerous issue sets including Energy and Commerce, Health, Immigration and Education.
- Collaborated with the Congressman's communications team to draft Press Releases and Social Media.

Office of Congressman Mike Pompeo

Washington, D.C

Staff Assistant

July 2015- April 2016

- Monitored all constituent activity in Washington, DC, including tour and flag requests.
- Handled mail processing duties using Intranet Quorum (IQ) database.
- Supported scheduling and communications teams during staff transition periods.

Competitive Enterprise Institute

Washington, DC

Policy Intern, Center for Advancing Capitalism

June 2015- July 2015

- Conducted and compiled research in clear, concise formats for CEI scholars and writers.
- Prepared and kept notes for all Center for Advancing Capitalism meetings.

Office of Massachusetts Governor Charlie Baker

Springfield, MA

Administrative Intern

January 2015- June 2015

- Received incoming casework and contacted department heads to ensure rapid solutions for constituents.
- Facilitated a solution based, positive image of the Governor in the western half of the state.

The University of Massachusetts Annual Fund

Amherst, MA

Student Ambassador

January 2015- June 2015

- Fundraised on behalf of the University of Massachusetts Annual Fund.
- Updated and maintained records of alumni donors and parents of first year students.

Organization Involvement

Charles Koch Institute

Koch Internship Program

June 2015- July 2015

- Participated in the Summer Koch Internship program.
- Studied classic liberalism, free market economics, Market Based Management and policy activism.

Tau Kappa Epsilon Fraternity

Founder, Vice President

- Founded the Epsilon Delta Chapter of Tau Kappa Epsilon and managed its growth as Vice President.

UMass Amherst Rugby Football Club

August 2012- December 2013

- Member of the Men's D1AA Rugby Football club.

Dave Ross
(b) (6)



EXPERIENCE

Wisconsin Department of Justice, June 2016 to present (Director; Assistant Attorney General)
Madison, WI

- Director of the Environmental Protection Unit.
- Responsible for managing the environmental litigation unit of the Wisconsin Department of Justice, which prosecutes violations of Wisconsin's environmental and natural resources laws and defends administrative decisions and rules issued by the Wisconsin Department of Natural Resources.
- Representative matters include: establishing enforcement priorities for the environmental protection unit; developing professional growth and training objectives for unit members; managing all human and technical resource matters for the unit; working with the Department of Natural Resources to modernize case management and referral processes; developing case assessment protocols to promote uniformity and consistency in prosecutions; determining objectives and success criteria for all new prosecutions; negotiating resolutions of complex agency defense matters; serving on environmental crimes task force with various federal and state agencies; advising the Wisconsin Solicitor General on federal environmental and natural resource litigation strategy; coordinating multi-state litigation challenging rule promulgated by U.S. Environmental Protection Agency expanding scope of the federal Clean Water Act; and serving as technical advisor to the legal work group of the Assumable Waters Subcommittee of the National Advisory Council for Environmental Policy and Technology.

Wyoming Attorney General's Office, 2014-2016 (Senior Assistant Attorney General)
Cheyenne, WY

- Member of Water and Natural Resources Division.
- Responsible for representing the Water Quality Division of the Wyoming Department of Environmental Quality in all environmental and natural resources legal matters.
- Selected to represent the State of Wyoming on the Assumable Waters Subcommittee of the National Advisory Council for Environmental Policy and Technology.
- Representative matters included: water quality standard development; enforcement counseling; evaluation and litigation of proposed federal regulations affecting groundwater and surface water programs; counseling related to total maximum daily loads, use attainability analyses, water quality permitting, data quality programs, and nonpoint source projects; development of public records and related policies; enforcement and evidence training; legislative analysis; and rulemaking.

Sedgwick LLP, 2013-2014 (Partner)
Washington, DC

- Member of Land Use and Natural Resources Group.
- Practice focused on Clean Water Act, Endangered Species Act, National Environmental Policy Act, federal wildlife, wetlands, storm water regulation and control, and project permitting.
- Representative matters included: peer review evaluation of offshore wind development projects for the U.S. Department of Energy; advising developers on the creation of wetland mitigation and endangered species conservation banks; managing a litigation team defending the issuance of an Endangered Species Act incidental take permit to a wind energy facility; advising developers on wetland permitting strategies; providing storm water compliance counseling to large national homebuilders; and performing environmental due diligence for investors in wind energy projects.

Crowell & Moring LLP, 2003-2013 (Counsel)
Washington, DC

- Member of Environment, Energy and Resources Group.
- Practice focused on Clean Water Act, Clean Air Act, National Environmental Policy Act, federal wildlife, wetlands, storm water regulation and control, contaminated sites and hazardous material regulation (CERCLA/RCRA), and environmental aspects of transactions.
- Representative matters included: endangered species and wetland permitting counseling for renewable energy developers; legislative and regulatory Clean Water Act counseling for natural resources-based trade associations; managing NSR/PSD Clean Air Act litigation for cement manufacturer; litigation involving water quality standards for Florida, Chesapeake Bay, and Mississippi River Basin; strategic permitting counseling for mining companies and other large-scale project developers, focusing on Clean Water Act, Endangered Species Act, and National Environmental Policy Act compliance; species conservation and wetland mitigation bank development; counseling related to Clean Water Act and Rivers and Harbors Act jurisdiction; nationwide enforcement defense of major homebuilders involving storm water compliance; counseling related to state assumption of Clean Water Act regulatory programs; development of new source performance standards under the Clean Air Act; defense of RCRA enforcement actions; management of National Environmental Policy Act litigation for project developers; and evaluating environmental compliance audits as a third-party neutral in federal enforcement action.

Kelley Drye & Warren LLP, 2002-2003 (Associate)
Washington, DC

- Member of Environmental Group.
- Practice focused on contaminated site remediation, brownfield transactions, due diligence, RCRA compliance counseling, CERCLA litigation, and Endangered Species Act counseling.

Foley & Lardner LLP, 2001-2002 (Associate)
Milwaukee, WI

- Member of Regulatory Department.
- Practice focused on Clean Water Act counseling and wetland permitting, contaminated sediment remediation and litigation, brownfield redevelopment, and environmental due diligence.

Sharon Planning Commission, 1999-2000 (Clerk)
Sharon, VT

- Evaluated subdivision plans, revised subdivision ordinance, drafted zoning regulation, provided testimony at state environmental board hearings, and kept records of public hearings.

Professor Stephen J. Dycus, 1999-2000 (Research Assistant – Vermont Law School)
South Royalton, VT

- Research focused on water rights, public trust doctrine, institutional controls, national security issues, and nuclear waste disposal.

Ross Environmental Consulting, 1994-1998 (Principal)
San Diego, CA

- Provided project management and environmental consulting services to the City of San Diego, Western Consortium for Public Health, and Montgomery Watson.
- Focused on designing, installing, and testing wastewater reclamation and repurification technologies (wastewater to drinking water), including drafting and implementing experimental plans, analyzing and modeling data, installing and operating equipment, performing public health studies, developing economic analyses of comparative water supplies and treatment systems, participating in technical advisory committee meetings, and drafting technical reports.

EDUCATION

Vermont Law School, J.D., 2001 – *magna cum laude*

- Dean's Scholar
- Class Rank 4/170
- *Vermont Law Review* – Editor-in-Chief

Vermont Law School, Master of Studies in Environmental Law, 2001 – *summa cum laude*

University of Wisconsin – Madison, B.A. – International Relations, 1994

University of Wisconsin – Madison, Certificate in Environmental Studies, 1994

PROFESSIONAL AFFILIATIONS

Admitted to practice law in the District of Columbia, Wisconsin and Wyoming. Member of the Environmental, Energy, and/or Natural Resources Law Sections of the American Bar Association (ABA-SEER), District of Columbia Bar Association, Wisconsin Bar Association, and Wyoming Bar Association.

SPEECHES AND PUBLICATIONS

- Presenter, “An Update on the Nutrient Wars: Cooperative Federalism or Continued Conflict?” Wisconsin Department of Natural Resources Continuing Legal Education Seminar (October 2016).
- Instructor, Energy, Environmental and Natural Resources Law Clinic, Center for Law and Energy Resources in the Rockies, University of Wyoming College of Law (Fall 2014; Spring and Fall 2015).
- Presenter, “Application of Federal Wildlife Laws to Wind Energy Projects,” Federal Wildlife Course, University of Wyoming College of Law (April 2015).
- Presenter, “Federal Regulatory Developments in 2014: Implications for Oil and Gas,” Oil & Gas Development and Water Issues Conference Hosted by the American Institute of Professional Geologists and the American Ground Water Trust (March 2014).
- Presenter, “Challenging Agency Use of Environmental Models,” American Farm Bureau Federation, Legal Information and Networking Committee Annual Conference (September 2012).
- Presenter, “Endangered Species Act: Section 10 Incidental Take Permits,” Special Institute on Federal Regulation of Cultural Resources, Wildlife, and Waters of the U.S. Sponsored by the Rocky Mountain Mineral Law Foundation (April 2012).
- Presenter, “Clean Water Act,” Coal Law Short Course Sponsored by the Energy & Mineral Law Foundation at West Virginia Law School (August 2010).
- Presenter, “Regulatory Programs Affecting Coal Mining,” Coal Law Short Course Sponsored by the Energy & Mineral Law Foundation at West Virginia Law School (August 2010).
- Coauthor, “Nanotechnology and the National Environmental Policy Act,” *Nanotechnology: Environmental Law, Policy and Business Considerations*, Ch. 12 (2010).
- Coauthor, “Clean Water Act Compliance and Enforcement: EPA Targets the Coal Industry,” *Energy & Mineral Law Institute*, Vol. 29, Ch. 7 (2008).

- Coauthor, "When Sacred Sites Are Deemed More Precious Than Gold: The Glamis Gold Ltd. Claim For Compensation Under NAFTA," *Rocky Mountain Mineral Law Institute*, Vol. 58, Ch. 27 (2008).
- Coauthor, "Clean Water Act Enforcement Settlement May Be Harbinger For Rest Of Coal Industry," *Crowell & Moring Mining Law Monitor*, Vol. 24, No. 1 (Summer 2008).
- Presenter, "Enforcement Initiatives (and how to respond if you become the initiative)," Current Issues in Storm Water Regulation, Lorman Education Seminars (September and December 2005).
- Presenter, "Regulatory Runoff: Responding to a Storm Water Enforcement Action," National Stone, Sand & Gravel Association Environment, Safety & Health Forum (October 2005).
- Coauthor, "Nonpoint Source Pollution Control," in *The Clean Water Act Handbook*, Ch. 9 (2nd Ed. 2003).
- Coauthor, "A State of Change: Wisconsin Implements Wetland Mitigation Rules and Hastily Crafts Post *SWANCC* Wetland Protection Laws," *ABA SEER Water Quality and Wetlands Committee Newsletter*, Vol. 4, No. 1 (December 2001).
- Author, "Yucca Mountain and Reversing the Irreversible: The Need for Monitored Retrievable Storage in a Permanent Repository," *Vermont Law Review*, Vol. 25, No. 3 (Spring 2001).

Jeff M. Sands

(b) (6)

PROFESSIONAL ACHIEVEMENTS

Manager, Federal Government and Industry Relations, Syngenta, Washington, DC 2015-2017

- Drive federal policy that facilitates grower choice and adoption of biotechnology and crop protection tools that allows them to maximize production while preserving valuable natural resources on their operations
- Design and execute Capitol Hill strategy to preserve Syngenta freedom to operate during ChemChina acquisition and time of heightened anti-trust concern from legislators and external stakeholders
- Represent Syngenta and personal interests on various boards, steering committees, and issue-based coalitions such as the Agricultural Biotechnology Alliance, Agricultural Retailers Association, and the National Cotton Council
- Engage with Syngenta business unit heads and outside stakeholders to ensure business focus of policy pursuits such as Farm Bill, FIFRA, PRIA, USDA PART 340, and GM Disclosure
- Correspond with members of the press to communicate Syngenta perspective on pending/passed legislation and agency activity
- **Director, SyngentaPAC , \$250,000 per cycle** lead and coordinate Syngenta political strategy including budgeting for candidate support, communications, grassroots, and hosting and attending events

Director of Public Policy, Agricultural Retailers Association, Washington, DC 2012-2015

- Represent 10,000 plus individuals in the agricultural retail industry on their policy concerns relating to USDA farm programs, Precision Agriculture including UAV usage, tax, trade, financial services, conservation, energy, rural development and environmental policy
- Work to build personal relationships with Members of Congress, staff, and agency officials in helping to continually improve association influence
- Engage and support to state agricultural retail associations representing similar interests across the country
- Contribute written legislative perspectives for ARA bi-monthly newsletter, website policy updates, and various national publications
- Coordinate issue briefings and accompany membership on meetings with legislators, staff, and agency officials during fly-ins and other DC based activities
- Design and implement ARAPAC strategy including but not limited to: contributions, planning and attending events, co-creation of the ARAPAC's Chairman's Club, and planning of the ARAPAC Golf Tournament

Agricultural Assistant, Congressman Tom Marino, US House of Representatives, Washington, DC 2011-2012

- Assisted in position development on legislation regarding Agriculture, Homeland Security, and Ways and Means issues
- Gathered and organized appropriate information and attended committee meetings and hearings with Member
- Traveled to the Congressional District to speak with constituents on behalf of member concerning proposed agricultural legislation namely dairy policy and Farm Bill
- Participated in meetings with private and public sector entities on behalf of Representative to hear and collect constituent concerns

EDUCATION

Valdosta State University, Masters in Public Administration

December 2011

Valdosta State University, B.F.A Organizational Communication

May 2009

Abraham Baldwin Agricultural College A.A.S.-Environmental Horticulture

May 2006

RELATED ACTIVITIES

- President, Agribusiness Club of Washington, DC
- Chairman, Federal Government Relations Working Group, BIO
- Member, Steering Committee of Marino for Congress (PA-10)
- Director, Agricultural Retailers Association and National Ag Aviation Association Board

JUSTIN J. SCHWAB

(b) (6)

EXPERIENCE

Private Practice

Baker & Hostetler, LLP (Washington, D.C.)

Associate, January 2013–present

Appellate

- Research and draft merits and *amicus* briefs before United States Supreme Court
- Research and draft merits briefs before D.C., First, Second, Fifth, Seventh, Eighth, Ninth, and Eleventh Circuits
- Advise partners on emerging issues in Circuit and Supreme Court litigation

Environmental

- Analyze Clean Air Act regulations, with particular focus on Clean Power Plan
- Assist partners advising clients on regulatory developments and compliance strategies
- Assist in defending major industrial and energy projects against district- and appeals-court citizen suits
- Research and draft comments on proposed environmental regulations
- Experience with Clean Water Act, NEPA, RCRA, Endangered Species Act

Judicial Clerkships

Hon. Christine M. Durham, Utah Supreme Court

Law Clerk (January–December 2012)

Hon. Richard C. Wesley, United States Court of Appeals for the Second Circuit

Law Clerk (August 2010–August 2011)

EDUCATION

Yale Law School

J.D., 2010

Yale Journal of Law & the Humanities: Editor (2007–2009); Editor-in-Chief (2009–2010)

Yale Journal on Regulation: Editor (2007–2010)

University of California, Berkeley

Ph.D. (Classics), 2011

Cornell University

B.A. with distinction in all subjects, 2001

Dean's Scholar

BAR ADMISSIONS

New York, 2011

District of Columbia, 2013

INTERESTS

(b) (6)

CATHERINE SEABAUGH

(b) (6)

EDUCATION

Bachelor of Arts: Major in Political Science – Pre Law, Minors in English and Marketing
Louisiana Tech University 2013-2017
Cum Laude Graduate - 3.6 GPA

ACTIVITIES

College Republicans
Chairman (2015-2017)

Louisiana Federation of College Republicans
•Public Relations Director (2015-2016)
•Northern Vice Chairman (2016-2017)

Student Government Association
•Liberal Arts Senator (2015-2016)
•Senior Class Senator (2016-2017)
•SGA Representative on the University Behavioral Standards Committee (2015-2017)

Louisiana Tech Cheerleading
Varsity team (2013-2015)

Kappa Delta Sorority
•Art and Spirit Chairman (2013-2014)
•Historian (2014-2015)
•Health and Wellness Chairman (2015-2017)

Louisiana Tech Student Recruiter for Admissions (2013-2017)

Campaigns
• Mike Johnson for Congress - Super PAC (2016)
• David Vitter for Governor (2015)
• Alan Seabaugh for State Representative (2015)
• John Fleming for Senate (2016)

SKILLS

Writing, technology, communication, positive attitude, determination, problem solving, team player, creativity, critical thinking

References available upon request.

WORK EXPERIENCE

Staff Assistant

Congressman Mike Johnson | June 2017 - Present

- Administrative tasks, such as taking constituent phone calls, scheduling and guiding Capitol tours, and handling flag requests
- Assisting legislative staff with tasks such as writing numerous constituent response letters, editing letters written by other staffers, writing memos, conducting legislative research
- Intern coordinator

Student Assistant for Campus Tours

Louisiana Tech University | August 2016-May 2017

- Scheduled campus tours for prospective students and coordinated arrangements for tour guides
- Spoke to groups of students visiting campus about admissions criteria and assisted the Admissions staff with recruiting needs

Admissions Office Student Worker

Louisiana Tech University | September 2013 - May 2016

- Hosted guests and visitors on campus
- Answered phone calls and questions
- Directed tours to prospective students

Gamma Chi - Recruitment Counselor

Louisiana Tech Panhellenic | Summer 2016

- Served on Panhellenic National Council for sororities and helped prepare for, organize, and run recruitment
- In charge of the girls going through recruitment, served as guidance counselor to them and coordinated their schedules

Courthouse Assistant

Caddo Parish Courthouse | Summer 2015

- Worked under Judicial Administrator, Judge Roy Brun
- Reception, administrative tasks, assisted judges and other officials
- Helped with the jury selection processes and data entry

Capitol Hill Intern

Senator David Vitter | Summer 2014

- Administered tours of the United States Capitol and Senate Buildings
- Answered phone calls, sorted emails, helped the Senator quickly respond to constituents needs
- Researched and wrote reviews of legislation to be discussed by the Senate, which was then sent out to constituents via email

AWARDS

Outstanding Student Academic Scholarship Recipient (2013-2017)
Order of Omega Honor Society (2015-2017)
Academic Award Recipient through Kappa Delta Sorority (2017)
University President's List Honor Student for Academics (2013-2017)
Louisiana Tech Homecoming Court (2016)
Named "Who's Who" Among Students by Louisiana Tech University (2017)

Kaitlyn Shimmin

(b) (6)

EDUCATION

Master of Science in Environment Science and Society, University College London

Sept. 2012

Bachelor of Arts in Politics; Minor in Earth Sciences, University of California, Santa Cruz

June 2008

EXPERIENCE

58th Presidential Inaugural Committee: Public Events

Jan. 2017

Volunteer Director- White House Zone

Washington, DC

- Scheduled, vetted, and assigned proper US Secret Service credentials for over 3,500 volunteers for Inaugural activities
- Manned Presidential viewing stand for Parade and seated VVIP guests (Trump/Pence family, friends, cabinet members)
- Served as the PIC point of contact for Secret Service, DC Metro, and US Park Police covering the White House

Republican Party of Florida

April 2014- Dec. 2016

Deputy State Director

Tampa, FL

- Managed staff and political relationships in 22 counties in key battleground state
- Used advanced Excel knowledge to design systems to track goals, voter contact, employee paperwork and budgets
- Created content and conducted trainings for staff, grassroots volunteers, activists and stakeholders
- Developed monthly budgets for field expenses, trainings and voter contact then strictly adhered to them
- Assisted in planning large scale events with national news coverage such as the Sunshine Summit, State Party Conventions, GOP Presidential Debates and Trump Rallies

Northeast Regional Director

Jacksonville, FL

- Worked with local elected officials and business leaders to cultivate allies for the Governor's agenda
- Oversaw six field directors and over 100 field coordinators for Gov. Scott's re-election campaign
- Won 13 out of 14 counties with 58%; 17.8 points over Republican voter registration

Karl Rove & Company

Jan. 2013- April 2014

Associate

Washington, DC

- Managed the daily schedule for the company President, Karl Rove, former White House Deputy Chief of Staff and Senior Advisor to President George W. Bush
- Worked with high-profile national news outlets to schedule media appearances
- Drafted substantive talking points, memos, and materials in preparation for media appearances, speeches, and meetings
- Prepared call lists in order to track donor contacts and commitments
- Conducted historical research for *The Triumph of William McKinley; Why the Election of 1896 Still Matters*
- Managed confidential data base of donors, political and media contacts and mass email distribution lists

San Diego Republican Party

Oct. 2012- Nov. 2012

Director of Get Out The Vote (GOTV) Logistics

San Diego, CA

- Supervised team of six to develop and execute a plan for election weekend
- Developed an incentive-based program to encourage exceptional performance as well as ensure walker retention
- Organized logistics for food, transport, and precinct materials for over 300 paid precinct walkers in five target races

John Campbell for Congress

Sept. 2009- Sept. 2011

Campaign Manager

Irvine, CA

- Managed day-to-day operations of John Campbell's successful Congressional re-election campaign
- Created and edited video and mail pieces to highlight the Congressman's activities and engage constituents
- Developed and maintained relationships with key elected officials, community leaders, Republican Party officials, grassroots supporters, campaign donors, and other local and statewide campaigns

U.S. House of Representatives, Rep. John Campbell

Sept. 2009- Sept. 2011

Constituent Services Representative

Newport Beach, CA

- Served as a liaison between constituents and USCIS, Department of State, FBI and Homeland Security
- Represented Congressman Campbell at local community meetings and events

Republican National Committee Victory 2008

July 2008- Nov. 2008

Regional Field Representative

Portland, OR & Las Vegas, NV

(7)
CATHY STEPP
(b) (6)
New City

Executive Profile

Principled professional with a wide variety of work experience, most recently in government administration at the CEO level as a Cabinet Secretary leading the Wisconsin Department of Natural Resources. The WDNR is one of the largest agencies in state government, employing over 3,000 people and with a budget of over \$500,000,000 per year. The WDNR is responsible to manage the wildlife, fisheries, state parks, trails, forest fire-fighting, and environmental permitting and enforcement of the state.

Is well known for motivational speaking and training and has been tapped by organizations throughout the years as a leader and individual known to motivate and inspire others. Strong in developing "real-world people skills" in others. Work experience demonstrates outstanding interpersonal skills, public speaking, organization and motivation in a variety of fields.

Skill Highlights

- Leadership/communication skills
- Project management
- Change management
- Business operations organization
- Budgeting expertise
- Customer-oriented
- Crisis management
- Public relations
- Media relations
- Service quality improvement
- Staff motivation
- Strategic planning
- Conflict resolution
- Negotiations expert

Core Accomplishments

- Introduced and instituted Lean Six-Sigma practices into a government agency for the first time in state history.
- Instituted a Core Work Analysis effort resulting in the re-alignment and flattening of the WI-DNR's organizational structure, saving state taxpayers hundreds of thousands of dollars per year.
- Lead the WI-DNR through a culture management exercise; resulting in Performance Management systems being instituted and significant moves of the needle regarding Customer Service Ethic in government service.
- Mediated and resolved several long-term conflicts between different stakeholders resulting in settlements of divisive lawsuits.
- Introduced and implemented use of social media to better connect with our citizens on important matters of wildlife management, outdoor recreation opportunities, and environmental regulation.
- Instilled requirements that new environmental regulating staff avail themselves of opportunities to learn from manufacturers and other producers by visiting with them regularly to learn their business practices and better understand the impact our regulations

University of Wisconsin Whitewater

Attended and studied general courses relating to literature, physical science, communications.

References

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Professional Affiliations / Accolades

U.S. Army War College Seminar: June 2015
 University of Wisconsin-Stevens Point College of Natural Resources Board: 2012-Current
 Midwest Association of Fish and Wildlife Agencies: 2011-Current
 Environmental Council of the States (member): 2011-Current
 Freddie Mac Board of Directors, (appointee of President G. W. Bush): 2001-2004
 Wisconsin Natural Resources Board of Directors, (appointee of Gov Tommy Thompson): 1999-2002
 Racine/Kenosha Builders Association President: 1998 and 1999
 Wisconsin Builders Association Board of Directors: 1996-2005
 National Association of Home Builders Board of Directors: 1999-2006
 Wisconsin Association of Health Underwriters Board of Directors: 2003-2007
 Forward Wisconsin Board of Directors: 2004-2007
 Wisconsin Housing and Economic Development Authority (WHEDA) Board of Directors: 2003-2005
 Racine County Girl Scouts Board of Directors: 2002-2003
 Womens Resource Center of Racine Board (2009-2012)
 Built 3 homes for the City of Racine Community Policing Projects (1997 and 1999)
 Racine Kiwanis Member: (2003-2005)
 Racine Area Manufacturers and Commerce Member (1998-2005)
 Racine County Combined Corrections Community Relations Board (2003-2007)
 Southern Oaks Girls School Community Relations Board (2003-2007)
 Wisconsin Coalition Against Sexual Assault Legislator of the Year (2006)
 Metropolitan Milwaukee Association of Commerce's Legislator of the Year (2005-2006)
 Wisconsin Alliance of Cities Senator of the Year (2004)
 American Cancer Society's Legislator of the Year (2004)
 Wisconsin Grocers' Association's Friend of Grocers Award (2003)
 Milwaukee Magazine's "Rising Star in the Legislature" (2003)
 Metropolitan Builders Association of Milwaukee's Builder of the Year (1997-1999)
 Racine/Kenosha Builders Association Builder of the Year (1997)
 City of Racine's Outstanding Community Service Award (2000)
 Republican Party of Wisconsin Treasurer (2007-2010)

PROFESSIONAL EXPERIENCE:

2014-present—Principal, The Sugiyama Group

Consulting with pro bono clients on environmental regulatory and legislative issues. This includes, comments on EPA proposed rules and guidance, helping develop legislation and legislative strategies. (Currently not a registered lobbyist.)

2012-2014—Counsel, Troutman and Sanders LLP

Develop practice coordinate with Headquarters and regional offices. Have been predominantly working on Clean Air Act and Clean Water Act issues which have included litigation, commenting on proposed EPA regulations, commenting and proposing legislation.

2009-2012—Chief Minority Counsel

Senate Committee on Environment and Public Works (EPW)

Provide legal and policy advice to the Ranking Member and the EPW minority staff. Coordinate and oversight legal issues within the Committee's jurisdiction (EPA and all associated statutes as well as administrative law). Prepare and review legislation, prepare hearing statements, provide advice on administrative law issues and be the minority staff's resource on administrative law. Focus on EPA oversight issues and coordinate with other senators' offices.

2007-2009—ATTORNEY-ADVISOR

Counsel to Assistant Administrator for Air and Radiation, Office of Air and Radiation, U.S. Environmental Protection Agency, Washington, D.C.

Provide legal and policy advice on a variety of Clean Air Act regulatory and permitting issues. Major issues included: global warming/climate change, PSD, NAAQS standards, NSPS and MACT standards, peer review, GHG auto standards, evaluate SIPs for nonattainment areas. Developed Endangered Species Act consultation policy with Interior and NOAA. Worked as the Assistant Administrator's lead on Yucca Mountain environmental standards. Provided administrative law advice including, FOIA, information collection, small business, regulatory development. Analyze issues, coordinate with the program offices and represent the Assistant Administrator as delegated.

1994 -2006— PARTNER

Dorsey & Whitney LLP, Washington, D.C.

Practice area is environmental law (Clean Air Act, Clean Water Act, TSCA, and RCRA). Significant areas of activity include compliance counseling and auditing, permitting, due diligence reviews of major transactions, regulatory development, legislation and enforcement defense. Clients include major industrial companies (steel, refining, utility) and trade associations. Managing Partner of Washington Office in charge of non-legal staff headed by an administrative officer, responsible for recruiting legal staff, coordinating local office issues with Headquarters (Minneapolis) and other offices (12 regional offices). Work with attorneys and partners on practice development and conflicts. Was not relieved of any responsibilities associated with personal legal practice, e.g., practice growth and billing requirements.

1986-1994--PARTNER (1990)

Pillsbury Madison & Sutro, (Pillsbury Winthrop) Washington, D.C.

Practice area is environmental law (Clean Air Act, Clean Water Act, TSCA, and RCRA). Significant areas of activity include compliance counseling and auditing, permitting, due diligence reviews of major transactions, regulatory development, legislation and enforcement defense. Member of Washington Office management committee (3-members).

1984-1986--SUPERVISOR

Office of Policy Analysis and Review, Office of Air and Radiation (OAR) U.S. Environmental Protection Agency (EPA), Washington, D.C.

Supervisor for a staff of policy analysts. Major responsibilities: development of lead phase-down and tall stacks regulations, review major SIP revisions and NAAQS development, responsible for air issues related to Superfund, hazardous waste disposal, drinking water, ocean incineration, the Toxic Substances Control Act, and the Clean Water Act. EPA representative to Surgeon General's Inter-Agency Advisory Committee on Smoking and Health.

1982-1984--POLICY ANALYST

Office of Policy, Planning and Evaluation, EPA

Provided legal and policy expertise on a broad range of air pollution and energy issues. Was the in-house expert on the Clean Air Act and on EPA Acid Rain Task Force. As part of the integrated Environmental Management Program developed toxic air pollutant control plans for major cities.

1979-1982--POLICY ANALYST

Office of Air and Radiation (OAR), EPA On the policy staff of the Assistant Administrator.

Issues handled included: Clean Air Act legal authority to deal with acid rain, the air quality impacts of coal-fired power plants, and energy emergency waivers. Responsible for administering the OAR peer review process.

1976-1979--ATTORNEY-ADVISOR

Office of Enforcement, Mobile Source Enforcement Division, EPA

Attorney, State and Local Control Programs Section. Task force leader, Fuel and Additive Waiver Task Force. Developed EPA decisions to ban the use of MMT and to allow the use of Gasohol and other fuel additives. Responsible for developing enforcement strategies.

Attorney, Fuels Section. Responsible for regulatory development and enforcement of the lead phase down program. Also responsible for the enforcement of the fuel additive registration program.

EDUCATION:

1976 J.D., University of Maryland

1970-73 Graduate Studies in Chemistry, Drake University, Des Moines, Iowa

1970 B.A., Drake University, Des Moines, Iowa. Major: Chemistry

AWARDS:

EPA Superior Performance Award: 2008

EPA Silver Medal: 1983, 1984

Cash Awards: 1978, 1983, 1985

Outstanding Performance Evaluation: 1981-1985

Maryland Law Review: 1973

MEMBERSHIPS:

Bar: Maryland, 1976; D.C., 1989

Air and Waste Management Association

American Association for the Advancement of Science

Editorial Advisory Board, "Environmental Forum" (former member)

Member, EPA Clean Air Act Advisory Committee, 1991-1993

REFERENCES:

References will be supplied upon request.



Patrick D. Traylor

Partner

Washington, D.C. & Houston

Biography

Companies around the world have turned to Patrick for twenty years to represent them in environmental enforcement cases and to conduct their most sensitive internal environmental compliance investigations. Thorough preparation, efficient case management, straight talk, an even temperament, and above all, a focus on his clients' business objectives cause his clients to value Patrick as a trusted advisor. In addition to his courtroom experience in federal district and appellate courts, his clients find that he is particularly skilled at fashioning negotiated settlements where litigation risks prove economically unattractive.

In addition to his litigation practice, companies in the energy sector turn to Patrick to secure project-critical air quality permits for the construction and expansion of their most complex facilities. He has supported tens of billions of dollars' worth of projects at refineries, petrochemical and fertilizer plants, LNG export terminals, coal- and gas-fired power plants, coal mines, and bulk materials terminals. Clients value Patrick's team-based approach to integrating business, technical, and legal perspectives to develop effective and innovative permitting and project development strategies. This permitting practice provides the depth of experience that is crucial to representing companies effectively and creatively in environmental litigation.



Professional Experience

Hogan Lovells US LLP, Partner,
2004–present

Hogan & Hartson LLP, Associate, 1997–2003

American Chemistry Council, Law Clerk, 1995–
1996

U.S. Department of Justice, Environmental En-
forcement Section, Law Clerk, 1995

U.S. Attorney's Office, Southern District of Tex-
as, Environmental Crimes Section, Law Clerk,
1994

U.S. EPA Region 6, Office of Regional Counsel,
Law Clerk, 1993

Education

LL.M., The George Washington University Law
School, 1996

J.D., South Texas College of Law Houston, 1994

B.A., Texas A&M University, 1991

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Representative Experience

- Represented a bulk chemicals terminal operator in Texas in an EPA enforcement case under the Clean Air Act
- Represented a heavy-duty diesel engine manufacturer in Detroit in an EPA enforcement case under the Clean Air Act
- Represented a West Virginia wind energy facility in a U.S. Fish & Wildlife Service criminal enforcement case under the Migratory Bird Treaty Act
- Represented a coal-fired power plant owner in New Mexico in an EPA and citizen enforcement case under the Clean Air Act
- Represented a gas-fired power plant operator in Texas in an internal investigation under the Clean Air Act
- Represented a surface coal mine operator in New Mexico in a citizen suit case under the Endangered Species Act
- Represented a chemical manufacturer in Texas in an investigation under the Clean Air Act
- Represented a Wyoming wind facility in a U.S. Fish & Wildlife Service criminal investigation under the Bald & Golden Eagle Protection Act
- Represented a Maryland wind facility in a citizen suit case under the Endangered Species Act
- Represented a surface coal mine operator in New Mexico in a citizen suit case under the National Environmental Policy Act
- Represented an underground coal mine operator in New Mexico in a citizen suit case under RCRA
- Represented a coal-fired power plant operator in North Dakota in an EPA and North Dakota enforcement case under the Clean Air Act

- Represented importers of tropical hardwoods in citizen suit cases under the Convention for the Import of Threatened and Endangered Species

- Represented numerous coal-fired power system operators across the country in EPA, state, and citizen suit enforcement cases under the Clean Air Act

- Represented automobile and engine manufacturers in EPA enforcement cases under the Clean Air Act

- Represented coal-fired power plant operators in judicial challenges to their Clean Air Act construction permits

- Represented a pork processing company in Virginia in an EPA enforcement case under the Clean Water Act

Represented a hazardous waste disposal company in a CERCLA cost reimbursement action against EPA

Bar admissions

District of Columbia

Texas

Court admissions

Supreme Court of the United States

U.S. Court of Appeals, D.C. Circuit

U.S. Court of Appeals, Tenth Circuit

U.S. Court of International Trade

U.S. District Court, District of Colorado

U.S. District Court, District of Columbia

U.S. District Court, District of New Mexico

U.S. District Court, District of North Dakota

U.S. District Court, Southern District of Texas

Curriculum Vitae

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EXPERIENCE

1998 to Present

Attorney, Shareholder/Director & Managing Partner - Latham, Stall, Wagner, Steele & Lehman, P.C.

Founding/Managing Partner in 25+ attorney law firm with offices in Tulsa and Oklahoma City. My practice concentrated on representing and advising businesses of all sizes in transactions, litigation and administrative matters. In addition to my managerial duties, my practice areas included civil rights, partnerships, corporate and securities law, business transactions, bankruptcy, energy and environment, healthcare, employment, class actions, corporation commission matters and other general commercial matters.

1995 to 1998

Attorney - Feldman, Franden, Woodard & Farris

Associate attorney specializing in commercial law, including financial institutions, energy and environmental matters, defense of professionals including physicians, nursing homes, lawyers and financial institutions. Work included litigation, administrative and transactional matters.

1992-1995

Attorney - Best & Sharp

Associate research attorney for the firm after being promoted from legal intern after successfully passing state bar exam. My focus was defense of civil rights cases and representing physicians in malpractice actions.

EDUCATION

University of Tulsa, College of Law Juris Doctor 1993
University of Oklahoma Bachelor of Arts, Public Administration 1988

MEMBERSHIP

Federal Bar Association, Oklahoma Bar Association, Arkansas Bar Association, American Bar Association, Defense Research Institute, American Association, Cherokee County Bar Association, Tulsa County Bar Association, Founding Board Member of Maverick PAC - Oklahoma Chapter, Board Member - Oklahoma Strong Leadership PAC, Young President's Organization - Strategic Partner, University of Oklahoma Alumni Association; Sooner Club, University of Tulsa Alumni Association, Golden Hurricane Club, Fellowship Bible Church and Republican Party of Oklahoma. Named to the List of SuperLawyers 2008-2016. Peer reviewed as Preeminent for being in Top 5% of all lawyers for Competence and Ethics by Martindale-Hubbell. Named as a "Best Lawyers in Oklahoma."

LICENSES & ADMISSIONS

United States Supreme Court
Oklahoma Supreme Court
Arkansas Supreme Court
United States Court of Appeals - 10th Circuit
United States Court of Appeals - 9th Circuit
United States District Court - Northern District of Oklahoma
United States District Court - Eastern District of Oklahoma
United States District Court - Western District of Oklahoma
United States District Court - Eastern District of Arkansas
United States District Court - Western District of Arkansas
United States District Court - District of Kansas
United States District Court - District of Middle Tennessee
United States District Court - Southern District of Mississippi

References upon request.

William L. Wehrum, Jr.

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Partner and Head of the Administrative Law Group, Hunton & Williams LLP

Hunton & Williams LLP, Washington, DC
2007 to present.

Bill's practice focuses on air quality issues, including regulatory development and related litigation; compliance counseling and enforcement defense; legislative advice; and permitting. Bill is the head of Hunton's Administrative Law Group, which includes the Nation's premier environmental law practice.

Acting Assistant Administrator for Air and Radiation

U.S. Environmental Protection Agency, Washington, DC
2005 to 2007

As EPA's senior official on air issues, Bill was responsible for all aspects of the Agency's air program – including stationary source regulations and permitting, motor vehicle and fuel standards, and a wide range of other Clean Air Act provisions.

Principal Deputy Assistant Administrator and Counsel to the Assistant Administrator for Air and Radiation

U.S. Environmental Protection Agency, Washington, DC
2001 to 2005

Associate Attorney

Latham & Watkins and Swidler & Berlin, Washington, DC
1994 to 2001

BF₃ Production Team Leader and Supervisor – Health, Safety, and Environmental

Allied-Signal, Inc., Wilmington, DE
1988 to 1994

Environmental Engineer

Allied-Signal, Inc., Morristown, NJ
1986 to 1988

Education

JD, Widener University 1993
BS Chemical Engineering, Purdue University 1986

Professional Memberships/Certifications

Member of the DC Bar and numerous federal district and circuit courts.
Professional Engineer, State of Delaware (inactive).

Andrew R. Wheeler

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MANAGEMENT & POLICY EXPERIENCE

Trump Campaign

Policy Staff

July 2016 –

- One of Two Policy Staff responsible for environmental, energy, agriculture, transportation and telecommunications policy.
- Drafted talking points for speeches, debate preparation, and policy documents.

FaegreBD Consulting

Washington, D.C.

Principal, Team Leader *Energy and Environment Practice*

2009 – present

- Serves as a Principal in a national consulting and government relations firm, assisting clients with federal regulatory and legislative issues. Provided business consulting, conducted federal affairs assessments and direct advocacy services for clients.
- Worked on behalf of business clients, local governmental bodies and not-for-profit organizations.
- Focused extensively on national energy, climate change, and environmental issues including fuels policies, air regulations, and coal issues.
- Team Leader of nine person team since 2014.
- *Of Counsel* with Faegre Baker Daniels Law Firm.
- Co-Chair of firm-wide Energy and Natural Resources Industry Team (50+ attorneys) since 2016.

U.S. Senate Committee on Environment and Public Works (EPW)

Washington, D.C.

Staff Director and Chief Counsel

2002 – 2009

- Served as both Staff Director (Chief of Staff) and Chief Counsel for one of eight authorizing committees in the United States Senate formulating and executing the legislative, oversight, policy and public outreach agenda
 - Jurisdiction encompasses seven Cabinet level departments and agencies
 - Responsible for the Senate confirmation of 52 Presidential nominated positions
 - Policy and procedural advice to members of the Committee and other Senators
 - Chief Liaison to Senate and House Leadership and the White House
- Direct Management:
 - Multi-layered policy and communication/public affairs organization
 - Develop and implement long-term strategic plan while also responding to time sensitive demands
 - More than 30 professional staff, additional responsibility of budget and administration of 60 staff
- Legislative, Policy and Subject Matter Responsibilities:
 - Managed the Senate floor debate and strategy for the Lieberman/Warner Climate Change Bill and other greenhouse gas and carbon constraint technology related legislation
 - Highway Bill reauthorization with over \$286 Billion in transportation funding in 2005.
 - Power plant multi-emissions (Clear Skies Act) and Clean Air Interstate Rule (CAIR)
 - Energy Policy Act of 2005 and 2007 with emphasis on Renewable Fuels Standard (RFS)
 - Policy and legislation involving offshore oil reserves, alternative fueled vehicles, biofuels, oil shell, tar sands, and the renewable portfolio standard
 - Work extensively with regulatory agencies such as the Environmental Protection Agency, Nuclear Regulatory Commission, and the Departments of Energy, Transportation, and Interior
- Public Communication:
 - Deliver public policy speeches to various organizations including the American Bar Association and various trade associations and industry conventions

- Conduct press interviews and media availabilities including on camera interviews
- Advocacy of Committee positions within Congress, the Administration and the general public
- Recognized by *National Journal* as one of the Top Congressional Staff Leaders for 2005

U.S. Senate Subcommittee for Clean Air, Wetlands and Nuclear Safety

Washington, D.C.

Staff Director and Counsel

1997-2002

- Served under the Chairmanships of both Senators Jim Inhofe (R-OK) and George Voinovich (R-OH)
 - Drafted and negotiated legislation involving clean air issues, nuclear energy, and FEMA
 - Developed policy on full range of energy and environmental issues
 - Organized over 30 Subcommittee oversight and legislative hearings
- Represented the Subcommittee to constituents, outside lobbyists, and Executive Branch employees
- Guided numerous bills through the Committee, Senate floor, and conference committee process

Office of United States Senator James Inhofe

Washington, D.C.

General Counsel

1995-1996

- Lead staff person for Commerce and Judiciary issues
- Managed Senator's agenda on environmental issues before the Environmental and Public Works Committee (Superfund, Safe Drinking Water Act, Clean Air Act, and Resources Conservation Recovery Act)

United States Environmental Protection Agency (EPA)

Washington, D.C.

Special Assistant, Information Management Division,

1991-1995

Office of Pollution Prevention and Toxics

- Reported to Division Director and worked as liaison to other Divisions and Offices within the EPA and outside constituent groups
- Coordinated Division working groups and special projects including annual conference attended by over 500 participants
- Worked on the Toxic Release Inventory and the Toxic Substances Control Act

A C T I V I T I E S & A W A R D S

- National Energy Resources Organization, former President and Chairman
- Washington Coal Club, President 2016
- John C. Stennis Congressional Staff Fellow – 106th Congress
- EPA Bronze Medal – 1993, twice in 1994
- Phi Delta Phi
- Alpha Chi Sigma, President – 1986
- Eagle Scout

E D U C A T I O N

George Mason University School of Business, M.B.A.

May, 1998

Washington University School of Law, J.D.

May, 1990

Member - District of Columbia Bar

Case Western Reserve University, B.A.

May, 1987

Major: English, Biology

I have 17 years of experience providing strategic counsel to corporations, nonprofit entities, government officials, and political candidates, on the full range of political law issues including, the regulatory process, campaign finance, election law, government ethics, personal financial disclosure, lobbying reporting and disclosure, and tax. I have been responsible for significant policy and regulatory matters both as a senior level appointee at independent federal agency (GS-15 XS) and in my current position in private practice.

EXPERIENCE

CLARK HILL PLC, Washington, D.C.

Senior Attorney, September 2012 – Present

- Counsel corporations, nonprofit organizations, and federal and state government officials, including Members of Congress and congressional candidates, state attorneys general, and other state and local officeholders on political law compliance with all aspects of the political appointment process and legal issues regulating elections of public officials; including executive and congressional gifts and ethics rules, federal statutes and regulations governing conflicts, federal and state campaign finance laws, Foreign Agents Registration Act, and Lobbying Disclosure Act.
- Provide strategic counsel to financial service industry companies and professionals regarding pay-to-play rules, including SEC Rule 206(4)-5, MSRB Rule G-37, and state and local pay-to-play laws.
- Create and advise nonprofit organizations, including 501(c)(3) charitable organizations, 501(c)(4) social welfare organizations, trade associations, and political organizations on IRS issues related to lobbying and political activities, regulatory advocacy and compliance, corporate governance, and IRS disclosure requirements.
- Represent and defend clients before government agencies, including the Federal Election Commission, Merit Systems Protection Board, and state agencies.
- Create and administer "Super PACs" that support and/or oppose federal and state candidates and represent such entities before the Federal Election Commission (FEC) and state elections agencies.

FEDERAL ELECTION COMMISSION (FEC)

OFFICE OF COMMISSIONER DONALD F. MCGAHN II, (GS-15 XS), Washington, D.C. ✓

Counsel, April 2009 - August 2012

- Served as Counsel to Republican Commissioner providing advice and assistance on a wide range of agency matters requiring extensive knowledge of Federal Election Campaign Act of 1971, as amended, and FEC regulations, as well as working knowledge of, *inter alia*, administrative law, the Freedom of Information Act, and executive branch ethics rules.
- Assisted in the formulation of agency regulations, including drafting and editing regulations, drafting and reviewing notices of proposed rulemakings, reviewing public comment, and drafting final regulations, including response to public comments. Also assisted in the preparation of matters for hearings before the FEC.
- Drafted responses to advisory opinion requests; provided advice on agency enforcement matters; assisted in drafting of legal Statements of Reasons on behalf of Commissioners.
- Served as Commissioner's representative on internal agency administration committees, including budget, finance and personnel, advisory committee issues and internal agency procedures.
- Researched and provided counsel on executive branch ethics questions governed by US laws and regulations and assisted in the review of personal financial disclosure and certification of financial disclosure reports.

NATIONAL REPUBLICAN CONGRESSIONAL COMMITTEE (NRCC), Washington, D.C. ✓

Chief Counsel, January 2007 - June 2008; General Counsel, July 2008 - March 2009

- Served as General Counsel to the national party committee under the leadership of Rep. Tom Cole (OK-04) and advised Members of Congress and candidates on a variety of legal issues, including campaign finance, congressional ethics rules, defamation, copyright, internal policies and procedures, and employment issues.
- Reviewed and approved public communications, including television and radio ads, direct mail fundraising programs, automated and live phone programs, polling research, press releases, and web videos.
- Worked closely with Executive Committee officials in managing internal investigation by national law firm, and served as point of contact for PricewaterhouseCoopers' auditors in conducting forensic audit.
- Negotiated all vendor contracts, including service agreements, leases, and list agreements.

DCI GROUP, LLC, Washington, D.C.

Associate Counsel, March - August 2006; *Deputy General Counsel*, August 2006- January 2007

- Provided counsel to public affairs firm employees, managing members, and partners on wide variety of issues, including executive and congressional ethics rules, campaign finance and lobbying compliance; FARA compliance; and nonprofit tax compliance.
- Advised managing members and partners on numerous corporate governance issues; developed labor and employment policies and internal compliance procedures for employees and consultants.
- Negotiated and drafted retainer agreements and contracts for clients and consultants; oversaw and reviewed vendor contracts, leases, list agreements and purchase agreements.
- Managed outside counsel on a range of litigation and non-profit matters.

AKIN GUMP STRAUSS HAUER & FELD LLP, Washington, D.C.

Staff Attorney, Public Law and Policy, May 2002 - December 2003; *Associate*, January 2004 - February 2006

- Advised senior executives of Fortune 500 and 100 corporations, trade associations, and non-profit entities on executive and congressional ethics and gifts rules, federal and state campaign finance laws, federal and state pay-to-play laws, Foreign Agents Registration Act, lobbying disclosure, and IRS rules regarding political and lobbying activities by charitable and other nonprofit organizations.
- Advised senior agency officials on government ethics and personal financial disclosure.
- Established and administered corporate PACs, including preparing and filing campaign finance reports.

REPUBLICAN NATIONAL COMMITTEE, Washington, D.C.

Deputy Redistricting Counsel, April 2001 - April 2002

- Built relationships with state party committees and legislators; advised on creation of redistricting maps and litigation.
- Supplemented and maintained extensive redistricting litigation database.

NATIONAL REPUBLICAN CONGRESSIONAL COMMITTEE (NRCC), Washington, D.C.

Deputy Counsel, October 2000 - March 2001; *Law Clerk*, January - September 2000; *Staff Assistant*, March - December 1999

- Drafted complaints and responses to FEC on behalf of national party committee and congressional candidates.
- Prepared nationwide legal advisories on campaign finance issues, such as campaign use of the Internet and compliance with Federal Communications Commission (FCC) rules.

EDUCATION

THE CATHOLIC UNIVERSITY OF AMERICA, COLUMBUS SCHOOL OF LAW, Washington, D.C.

Juris Doctor, 1997-2000

EMMANUEL COLLEGE, Franklin Springs, GA

Bachelor of Arts, *Cum Laude*, 1991-1995

PROFESSIONAL AFFILIATIONS & BAR ADMISSIONS

- The Federalist Society
- Republican National Lawyers Association
- Women in Government Relations
- Bar of Commonwealth of Virginia, 2000; Bar of District of Columbia, 2004

RICHARD YAMADA

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EDUCATION

CORNELL UNIVERSITY, Ithaca, NY

Ph.D. Applied Mathematics

August 2007

M.S. Applied Mathematics

May 2006

YALE UNIVERSITY, New Haven, CT

B.S., Dual Degrees in Mathematics and Physics

May 2000

PROFESSIONAL EXPERIENCE

Professional Staff Member (January 2013 - Present)

House Committee on Science, Space, and Technology - Chairman Lamar Smith

- Creating and negotiating legislation related to basic R&D and environmental science policy
- Coordinating and organizing Committee policy hearings (25 to date) on R&D and environment issues
- Overseeing legislation and hearings to support and coordinate sound science in Federal R&D
- Writing oversight letters to the National Science Foundation, Office of Science Technology Policy, Environmental Protection Agency, Department of Agriculture, Department of Transportation, and Office of Management and Budget
- Managed successful House passage of legislation that would require EPA to use sound and transparent science when promulgating regulations (H.R. 1029 and H.R. 1030)

Research Scholar (September 2012 - December 2012)

Institute for Genome Sciences and Policy, Duke University

- Conducted research on policy issues connected to patenting DNA sequencing technologies
- Analyzed policy issues on technologies offering interpretation of genomic data as a service

Legislative Fellow and Advisor (September 2011 - August 2012)

Office of Senator John Boozman

- Competitively selected legislative fellow, sponsored by the American Mathematical Society
- Responsible for writing issue and policy memos, along with writing and answering constituent mail
- Planned and implemented events in Washington D.C. and in the state of Arkansas
- Negotiated and monitored all legislation related to the Space and Science Subcommittee

Assistant Professor of Mathematics (September 2007 - August 2011)

Department of Mathematics, University of Michigan

- Research in transcription regulation and its role on physiological processes
- Led interdisciplinary project to understand the role of Goodwin model in synthetic clocks
- Planned and organized mini-symposia at 2 national conferences in applied mathematics
- Served as project liaison in a research team collaboration with Pfizer Inc.
- Organized and coordinated departmental mathematical-biology seminars
- Mentor and research supervisor to 13 undergraduate students
- Developed and lectured 11 undergraduate and graduate courses in pure and applied mathematics

Research and Teaching Fellow (August 2001 - August 2007)

Center for Applied Mathematics, Cornell University

- Coordinated an inter-departmental collaboration with experimental biologists, computer scientists and mathematicians on a long term project on transcription dynamics
- Project leader of a 3 person team on a consulting engagement for \$120M Textron Golf Division.
- Organizer and coordinator of the Graduate Applied Mathematics Seminar

HONORS AND AWARDS

- Finalist, Michigan Society of Fellows, University of Michigan, 2008
- Outstanding Teaching Assistant, Department of Computer Science, Cornell University, 2007
- National Science Foundation IGERT Fellowship, Cornell University, 2004-2006
- Distinction in the Major of Mathematics, Yale University, 2000
- John Alan Lewis Mathematics Prize, Yale University, 1999

PROFESSIONAL

- Author and co-author of 8 articles in top peer-reviewed scientific journals
- 30 scientific presentations at national and international seminars, conferences, and colloquia

Professional references and writing samples available on request.